

Minutes of the meeting of the Finance Committee of the Board of Directors of the Cook County Health and Hospitals System held Friday, January 18, 2019 at the hour of 8:30 A.M., at 1950 W. Polk Street, in Conference Room 5301, Chicago, Illinois.

I. Attendance/Call to Order

Chair Reiter called the meeting to order.

Present: Chair Robert G. Reiter, Jr., Board Chair M. Hill Hammock (Substitute Member) and Director Mary B. Richardson-Lowry (2)

Directors Hon. Dr. Dennis Deer, LCPC, CCFC; Mary Driscoll, RN, MPH; Ada Mary Gugenheim, David Ernesto Munar; and Heather M. Prendergast, MD, MS, MPH

Steven Scheer (Non-Director Member)

Absent: None (0)

Additional attendees and/or presenters were:

Ekerete Akpan – Chief Financial Officer

Kent Ray – Associate General Counsel

Douglas Elwell – Deputy Chief Executive Officer, Finance and Strategy

Deborah Santana – Secretary to the Board

John Jay Shannon, MD – Chief Executive Officer

Charles Jones – Chief Procurement Officer

Iliana Mora – Chief Operating Officer, Ambulatory Services

II. Public Speakers

Chair Reiter asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speaker:

1. George Blakemore Concerned Citizen

III. Action Items

A. Minutes of the Finance Committee Meeting, December 14, 2018

Board Chair Hammock, seconded by Chair Reiter, moved to accept the Minutes of the Finance Committee Meeting of December 14, 2018. THE MOTION CARRIED UNANIMOUSLY.

B. Contracts and Procurement Items (Attachment #1)

Charles Jones, Chief Procurement Officer, provided an overview of the contractual requests presented for the Committee's consideration. The Committee reviewed and discussed the requests.

It was noted that request number 8 is being withdrawn from consideration.

III. Action Items

B. Contracts and Procurement Items (continued)

Chair Reiter, seconded by Board Chair Hammock, moved the approval of request numbers 1 through 18, with the exception of request number 8, which was withdrawn, and subject to completion of review by Contract Compliance, where appropriate. THE MOTION CARRIED UNANIMOUSLY.

C. Any items listed under Section III

IV. Report from Chief Procurement Officer

A. Report of emergency purchases

There were no emergency purchases to report at this time.

V. Recommendations, Discussion / Information Item

A. Strategic planning discussion: Financial Status and Pressures (Attachment #2) Finance Metrics (Attachment #3)

Ekerete Akpan, Chief Financial Officer, provided an overview of the finance metrics. The Committee reviewed and discussed the information.

During the review of the Ambulatory and Community Health Network (ACHN) Operations Overview, Board Chair Hammock inquired regarding Prieto Clinic's provider visits being lower than expected. Iliana Mora, Chief Operating Officer of Ambulatory Services, responded that the clinic is experiencing a decrease in provider time, which means they did not have enough providers. The administration is implementing recruitment plans and is working with provider leaders to staff up at the site for full-time providers. Additionally, they are working with the department chairs to see how to get more provider time - not just for Prieto but across the System.

Mr. Akpan provided an overview of the strategic planning discussion presentation, which included information on the following subjects:

- Overview of Finance Department
- Impact 2020 Recap – Status and Results
- FY2016-2018 – Some Financial Context for the Future
- Environmental Scan of Market, Best Practices, Trends
- Key Revenue Considerations
- Key Revenue Trends / Analysis
- Key Expense Considerations

Board Chair Hammock stated that, as part of the strategic plan, the Board has to have a clearer understanding of the long-term pension liabilities; he requested that the administration makes sure that is factored in. Chair Reiter noted that he has previously asked that the Committee have a pension discussion, so people have a working understanding of where the pension obligation comes from, what it means, and how it factors in. Dr. John Jay Shannon, Chief Executive Officer, stated that he and staff will take a look at the schedule of upcoming meetings and strategic planning topics to find the best spot to have that discussion.

VI. Adjourn

As the agenda was exhausted, Chair Reiter declared the meeting ADJOURNED.

Respectfully submitted,
Finance Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXX
Robert G. Reiter, Jr., Chair

Attest:

XXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Follow-up / Requests:

Request: Request made to have Committee discussion in the near future and as part of the strategic planning discussions regarding long-term pension liabilities and obligations. Page 2

Cook County Health and Hospitals System
Finance Committee Meeting
Friday, January 18, 2019

ATTACHMENT #1

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

ITEM III(B)

JANUARY 18, 2019 FINANCE COMMITTEE MEETING

CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor/Entity	Service or Product	Fiscal impact not to exceed:	Method of acquisition	Total # of bidders/ RFP responses / GPO companies available	Affiliate / System	Begins on Page #
Accept Grant Award							
1	Corporation for Supportive Housing	Service - strategic planning, planning and development	Grant award amount: \$5,000.00	n/a	n/a	System	4
Accept Grant Award Renewals							
2	Illinois Department of Public Health	Service - Public Health Emergency Preparedness Program	Grant renewal amount: \$1,110,153.00	n/a	n/a	CCDPH	5
3	Public Health Institute of Metropolitan Chicago (PHIMC)	Service - HIV/AIDS prevention	Grant renewal amount: \$44,246.37	n/a	n/a	CCDPH	6
Increase Contract							
4	STW Healthcare, LLC	Service - temporary staffing for Radiology and Pharmacy, various departments	\$525,000.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2017/9 responses)		7
Extend Contract							
5	Vizient, Inc.	Service - hospital Group Purchasing Organization (GPO)	No fiscal impact	Sole Source	n/a	System	8
Extend and Increase Contracts							
6	Cardinal Health	Product - distribution of medical and surgical supplies	\$18,250,000.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive RFP process in 2015/4 responses)	System	9
7	MedOne Capital	Product - infusion and PCA pumps equipment, service and support	\$448,884.16	This request - noncompetitive process leveraging existing contract	Original contract - competitive GPO process in 2016/2 vendors available)	PHCC	10

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

ITEM III(B)

JANUARY 18, 2019 FINANCE COMMITTEE MEETING

CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor/Entity	Service or Product	Fiscal impact not to exceed:	Method of acquisition	Total # of bidders/ RFP responses / GPO companies available	Affiliate / System	Begins on Page #
Extend and Increase Contracts (continued)							
8	Push Wellness Solutions Inc.	Service - interactive text communications with members	\$200,000.00	This request - noncompetitive process leveraging existing contract	Original contract - competitive comparable government procurement	Managed Care	11
Amend, Extend and Increase Contract							
9	Chrysalis Consulting Group	Service - crisis call center	\$500,000.00	Sole Source	n/a	Managed Care	12
Execute Contracts							
10	Bausch + Lomb	Product - ophthalmology disposable supplies	\$1,246,425.00	RFP	3	System	13
11	12757 S. Western Ave., LLC	Service - supplemental construction services at Blue Island Regional Health Center	\$979,608.00	Sole Source	n/a	ACHN	14
12	<u>Henrickson-HenrikSEN & Company, Inc.</u>	Product - furniture for Matteson Project	\$886,740.37	GPO	3	ACHN	15
13	Experian Health	Service - provide a web-based system to determine eligibility for benefit program	\$268,140.00	RFP	2	System	16
14	Katena Products, Inc.	Product - ophthalmology surgical supplies	\$257,117.14	Sole Source	n/a	System	17
15	Carefusion Solutions, LLC	Product and Service - software, rental of equipment and maintenance for Pyxis Medstation Medication Dispensing Systems	\$223,200.00	GPO	3	PHCC	18
16	Lombart	Product - Topcon Retinal Camera	\$197,680.00	Sole Source	n/a	ACHN	19

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

ITEM III(B)

JANUARY 18, 2019 FINANCE COMMITTEE MEETING

CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor/Entity	Service or Product	Fiscal impact not to exceed:	Method of acquisition	Total # of bidders/ RFP responses / GPO companies available	Affiliate / System	Begins on Page #
Execute Contracts (continued)							
17	Medtronic USA, Inc.	Product - cardiac cryoablation system	\$159,215.00	Sole Source	n/a	System	20
Execute Agreement							
18	American College of Surgeons (ACS)	For trauma data sharing and ACS benchmarking services	\$12,000.00 annually	n/a	n/a	SHCC	21

Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Leticia Reyes-Nash, Director of Programmatic Services	EXECUTIVE SPONSOR: Douglas L. Elwell, Deputy Chief Executive Officer, Finance and Strategy <i>021</i>
DATE: 01/08/2019	PRODUCT / SERVICE: Service - Strategic Planning and Project Planning and Development
TYPE OF REQUEST: Accept Grant Award	VENDOR / SUPPLIER: Corporation for Supportive Housing, New York, NY
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: N/A	GRANT FUNDED /RENEWAL AMOUNT: \$5,000.00
CONTRACT PERIOD: 11/01/2018 thru 09/30/2019	GRANT AWARD NUMBER: 19-001-G
COMPETITIVE SELECTION METHODOLOGY: NA	
NON-COMPETITIVE SELECTION METHODOLOGY: NA	

PRIOR CONTRACT HISTORY:

NA

NEW PROPOSAL JUSTIFICATION:

This is a subgrant agreement between Cook County Health (CCH) and the Corporation for Supportive Housing (CSH). Grant proceeds will be used for the purposes of 1) Contributing strategic input and buy-in from hospitals and other health care partners and 2) Provide input on strategy, design, and implementation of the Chicago and Cook County Flexible Housing Pool. The goal of the Flexible Housing Pool is to address housing as one of the root causes of poorer health, and in doing so, improve health outcomes.

TERMS OF REQUEST:

This is a request to accept grant award number 19-001-G in an amount not to exceed \$5,000.00 as needed, for a ten (10) month period of from 11/01/2018 through 09/30/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: N/A

CCHHS CEO:
John Jay Shannon, M.D., Chief Executive Officer



Request #
1

- Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
- John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A	EXECUTIVE SPONSOR: Terry Mason, M.D., Chief Operating Officer, Cook County Department of Public Health
DATE: 12/26/2018	PRODUCT / SERVICE: Service – Public Health Emergency Preparedness Program
TYPE OF REQUEST: Grant Contract Renewal	VENDOR / SUPPLIER: Illinois Department of Public Health, Springfield, Illinois
FISCAL IMPACT: 9031801-53462	GRANT FUNDED /RENEWAL AMOUNT: \$1,110,153.00
CONTRACT PERIOD: 07/01/2018 thru 06/30/2019	CONTRACT NUMBER: 97180016G
COMPETITIVE SELECTION METHODOLOGY: N/A	
NON-COMPETITIVE SELECTION METHODOLOGY: N/A	

PRIOR CONTRACT HISTORY:

The previous Grant Agreement with the Illinois Department of Public Health was approved by the Cook County Health (CCH) Board of Directors on 12/15/2017 for twelve (12) months from 07/01/2017 thru 06/30/2018 in the amount of \$1,143,346.00.

NEW PROPOSAL JUSTIFICATION:

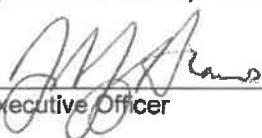
As a state certified health department in the State of Illinois, the Cook County Department of Public Health (CCDPH) is mandated to provide public health emergency preparedness and response to include hazard vulnerability risk assessment, self-assessment of emergency capabilities, and formulation of an annual work plan for the next program year.

*The cost of the early termination of this grant is estimated at \$327,892.00.

TERMS OF REQUEST:

This is a request to renew grant contract number 97180016G in an amount ~~not to exceed \$1,110,153.00, as needed,~~ for a period of twelve (12) months from 07/01/2018 thru 06/30/2019.

CCHHS Deputy CEO: 
Douglas L. Elwell, Deputy Chief Executive Officer, Finance and Strategy

CCHHS CEO: 
John Jay Shannon, MD, Chief Executive Officer

APPROVED

JAN 25 2019

BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #
2

- Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A	EXECUTIVE SPONSOR: Terry Mason, MD, Chief Operating Officer, Cook County Department of Public Health	
DATE: 12/13/2018	PRODUCT / SERVICE: Service – HIV/AIDS Prevention	
TYPE OF REQUEST: Grant Contract Renewal	VENDOR / SUPPLIER: Public Health Institute of Metropolitan Chicago (PHIMC), Chicago, IL	
ACCOUNT: *9551801-	FISCAL IMPACT:	GRANT FUNDED RENEWAL AMOUNT: \$44,246.37
CONTRACT PERIOD: 07/01/2018 thru 06/30/2019	CONTRACT NUMBER: 12122018	
COMPETITIVE SELECTION METHODOLOGY: [BID / RFP / GPO / OMP] N/A		
NON-COMPETITIVE SELECTION METHODOLOGY: [SOLE SOURCE] N/A		

PRIOR CONTRACT HISTORY:

The previous grant contract with the Public Health Institute of Metropolitan Chicago (PHIMC) was approved by the Cook County Health Board of Directors on 10/27/2017 for twelve (12) months from 01/01/2017 thru 12/31/2017, in the amount of \$61,190.00. An amendment to the grant increased the funding by \$29,010.00 and extended it for six (6) months from 01/01/2018 thru 06/30/2018.

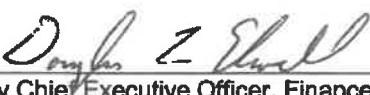
NEW PROPOSAL JUSTIFICATION:

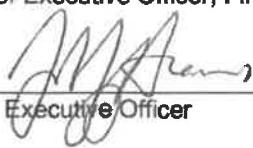
This program supports mandated communicable disease services for HIV/AIDS to include Risk Reduction, Counseling & Testing, Linkage to Care, and Partner Services. These services will be delivered to target populations in accordance with program descriptions and requirements.

*The cost of the early termination of this grant is \$0.00

TERMS OF REQUEST:

This is a request to renew the Grant Contract Number 12122018 in an amount not to exceed \$44,246.37, as needed, for a period of twelve (12) months from 07/01/2018 thru 06/30/2019.

CCHHS Deputy CEO: 
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: 
John Jay Shannon, MD, Chief Executive Officer

APPROVED

JAN 25 2019

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #
3

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Jarrod G. Johnson, Chief Operating Officer of Hospital Based Services								
DATE: 01/04/2019	PRODUCT / SERVICE: Service – Temporary Staffing for Radiology and Pharmacy, Various Departments									
TYPE OF REQUEST: Increase Contract	VENDOR / SUPPLIER: STW Healthcare, LLC, Hazel Crest, IL									
ACCOUNT: 521005	FISCAL IMPACT NOT TO EXCEED: <table><tr><td>Stroger</td><td>\$400,000.00</td></tr><tr><td>CCDPH</td><td>\$ 50,000.00</td></tr><tr><td>ACHN</td><td>\$ 75,000.00</td></tr><tr><td>Total</td><td>\$525,000.00</td></tr></table>	Stroger	\$400,000.00	CCDPH	\$ 50,000.00	ACHN	\$ 75,000.00	Total	\$525,000.00	GRANT FUNDED /RENEWAL AMOUNT: N/A
Stroger	\$400,000.00									
CCDPH	\$ 50,000.00									
ACHN	\$ 75,000.00									
Total	\$525,000.00									
CONTRACT PERIOD: 12/01/2017 thru 11/30/2020		CONTRACT NUMBER: H18-25-114								
COMPETITIVE SELECTION METHOD										
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: RFP (2017-9)										

PRIOR CONTRACT HISTORY:

On 12/15/2017 the Cook County Health (CCH) Board approved contract number H18-25-114 for a period of thirty-six (36) months from 12/01/2017 through 11/30/2020 in the amount of \$3,785,430.00. On 10/26/2018 an Amendment was executed by the Office of Supply Chain Management to update the Scope of Work to include Dental Billing Specialists.

NEW PROPOSAL JUSTIFICATION:

This is a request to provide interim staffing for various (Radiology, Pharmacy, Sterile Processing, Endoscopy, Ambulatory Services and CCDPH) departments within CCH, until vacancies can be filled.

TERMS OF REQUEST:

This request is to increase contract number H18-25-114 in an amount not to exceed \$525,000.00, as needed, for the remainder of the contract period through 11/30/2020.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT TO BE RESPONSIVE: Pending

JAN 25 2019
APPROVED

CCHHS Deputy CEO: Douglas L. Elwell
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

CCHHS CEO: John Jay Shannon
John Jay Shannon, M.D., Chief Executive Officer

Request #
4

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy <i>D.L.E.</i>	
DATE: 06/06/2018	PRODUCT / SERVICE: Service – Hospital Group Purchasing Organization (GPO)		
TYPE OF REQUEST: Extend Contract	VENDOR / SUPPLIER: Vizient, Inc., Chicago, IL		
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: N/A \$ 0.00	GRANT FUNDED / RENEWAL AMOUNT: N/A		
ORIGINAL CONTRACT PERIOD: 02/01/2014 thru 12/31/2018		REVISED CONTRACT PERIOD 01/01/2019 thru 06/30/2019	CONTRACT NUMBER: H09-25-019
COMPETITIVE SELECTION METHODOLOGY:			
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source			

PRIOR CONTRACT HISTORY:

Contract number H09-25-019 was approved by the Cook County Health (CCH) Board of Directors on 09/18/2009 with no fiscal impact for a period beginning on 10/01/2009 through 09/30/2012. Several amendments were executed by the Office of Supply Chain Management and the CCH Board of Directors to extend contract thru 12/31/2016. On 12/16/2016 the CCH Board of Directors approved a request to extend the contract by eighteen (18) months to 06/30/2018. On 06/29/2018 the CCH Board of Directors approved a request to extend the contract by six (6) months through 12/31/2018.

NEW PROPOSAL JUSTIFICATION:

This request is to extend the GPO contract with Vizient for an additional six months. Vizient is one of the largest GPO's in the market and offers a host of Business Intelligence software solutions. By retaining membership CCHHS will continue to receive dividends as well as manufacturer and standardization rebates. A RFP will be posted in the month of January.

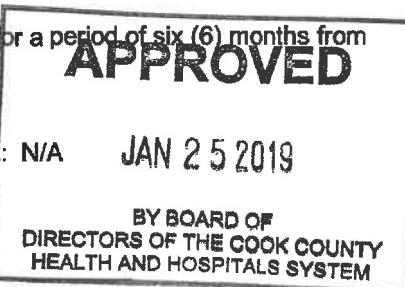
TERMS OF REQUEST:

This request is to extend contract number H09-25-019 with no fiscal impact for a period of six (6) months from 01/01/2019 thru 06/30/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: N/A JAN 25 2019

CCHHS CEO:

John Jay Shannon, M.D., Chief Executive Officer



Request #
5

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A	EXECUTIVE SPONSOR: Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy 022	
DATE: 01/07/2019	PRODUCT / SERVICE: Product- Distribution of Medical & Surgical Supplies	
TYPE OF REQUEST: Extend and Increase Contract	VENDOR / SUPPLIER: Cardinal Health, Dublin, OH	
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 530785 \$18,250,000.00	GRANT FUNDED /RENEWAL AMOUNT: N/A	
ORIGINAL CONTRACT PERIOD 02/01/2015 thru 01/31/2019	REVISED CONTRACT PERIOD: 02/01/2019 thru 07/31/2019	CONTRACT NUMBER: H15-25-011
COMPETITIVE SELECTION METHODOLOGY:		
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: RFP (2015 – 4)		

PRIOR CONTRACT HISTORY:

The Cook County Health (CCH) Board of Directors approved contract number H15-25-011 on 12/12/2014 in the amount of \$60,000,000.00 for a period of thirty-six (36) months from 02/01/2015 thru 01/31/2018. On 06/30/2017 the CCH Board of Directors approved a request to extend the contract through 01/31/2019 and increase it by \$36,500,000.00.

NEW PROPOSAL JUSTIFICATION:

This request will allow Cardinal Health our primary distributor of the medical/surgical supplies to continue providing daily supplies. Their pricing is comparable to other vendors and provides rebates to its members. Pricing will be at the same rates as previously offered. We have increased our use of Cardinal as a result of favorable pricing and product availability.

TERMS OF REQUEST:

This is a request to extend and increase contract number H15-25-011 in an amount not to exceed \$18,250,000.00, //as needed, for a six (6) month period from 02/01/2019 thru 07/31/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS CEO:
John Jay Shannon, M.D., Chief Executive Officer

Request #
6

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A	EXECUTIVE SPONSOR: Tanya Seaton, Chief Operating Officer, Provident Hospital	
DATE: 12/28/2018	PRODUCT / SERVICE: Product – Infusion and PCA Pumps Equipment, Service & Support	
TYPE OF REQUEST: Extend and Increase Contract	VENDOR / SUPPLIER: MedOne Capital, Sandy, UT	
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 550079 \$448,884.16	GRANT FUNDED / RENEWAL AMOUNT: N/A	
ORIGINAL CONTRACT PERIOD: 10/01/2016 thru 09/30/2021	REVISED CONTRACT PERIOD: 01/15/2019 thru 12/15/2022	CONTRACT NUMBER: H16-76-139
<input checked="" type="checkbox"/> COMPETITIVE SELECTION METHODOLOGY: GPO (2)		
<input type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY:		

PRIOR CONTRACT HISTORY:

Contract number H16-76-139 was approved by the Cook County Health (CCH) Board of Directors on 09/30/2016 in the amount of \$3,839,440.00 for a sixty (60) month period from 10/01/2016 thru 09/30/2021.

NEW PROPOSAL JUSTIFICATION:

This request is for additional infusion and PCA pumps for Provident Hospital. We negotiated a deeper discount and reduced interest rate by extending the lease for an additional fifteen (15) months.

TERMS OF REQUEST:

This is a request to extend and increase contract number H16-76-139 in an amount not to exceed \$448,884.16, as needed, for a forty-eight (48) month period from 01/15/2019 thru 12/15/2022.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: 
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: 
John Jay Shannon, M.D., Chief Executive Officer

APPROVED

JAN 25 2019

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #

7

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: James Klamos, Chief Executive Officer, CountyCare
DATE: 01/03/2018	PRODUCT / SERVICE: Service - Interactive Text Communications with Members	
TYPE OF REQUEST: Extend and Increase Contract	VENDOR / SUPPLIER: PUSH Wellness Solutions Inc., Chicago, IL	
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 520825 \$ 200,000.00	GRANT FUNDED / RENEWAL AMOUNT: N/A	
ORIGINAL CONTRACT PERIOD: 02/01/2018 thru 01/31/2019	REVISED CONTRACT PERIOD: 02/01/2019 thru 04/30/2019	CONTRACT NUMBER: H18-25-024
<input checked="" type="checkbox"/> COMPETITIVE SELECTION METHODOLOGY: Comparable Government Procurement		
<input type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY:		

PRIOR CONTRACT HISTORY:

The Cook County Health (CCH) Board of Directors approved contract number H18-25-024 on 03/02/2018 in the amount of \$750,000.00 for a period of twelve (12) months from 02/01/2018 thru 01/31/2019.

NEW PROPOSAL JUSTIFICATION:

This request provides interactive text communications with CountyCare members regarding their eligibility and redetermination as well as context regarding preventive services, member incentives and added benefits. A RFP is in process and will replace this contract.

TERMS OF REQUEST:

This request is to extend and increase contract number H18-25-024 in an amount not to exceed \$200,000.00, as needed, for a three (3) month period from 02/01/2019 thru 04/30/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: Douglas L. Elwell
 Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: John Jay Shannon
 John Jay Shannon, M.D., Chief Executive Officer

WITHDRAWN

Request #
 8

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR:	EXECUTIVE SPONSOR: James Kiamos, Chief Executive Officer, CountyCare	
DATE: 01/09/2019	PRODUCT / SERVICE: Service – Crisis Call Center	
TYPE OF REQUEST: Amend, Extend & Increase Contract	VENDOR / SUPPLIER: Chrysalis Consulting Group, Hillside, IL	
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 520825 \$500,000.00	GRANT FUNDED /RENEWAL AMOUNT: N/A	
ORIGINAL CONTRACT PERIOD: 04/01/2016 thru 03/31/2019	REVISED CONTRACT PERIOD: 04/01/2019 thru 12/31/2021	CONTRACT NUMBER: H16-25-0031
COMPETITIVE SELECTION METHODOLOGY:		
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source		

PRIOR CONTRACT HISTORY:

Contract number H16-25-0031 was executed by the Office of Supply Chain Management in the amount of \$50,000.00 for a twelve (12) month period from 04/01/2016 through 03/31/2017. On 08/09/2017 the Office of Supply Chain Management executed an Amendment to extend the contract through 03/31/2018 and increase the value by \$50,000.00. On 11/29/2018 the Office of Supply Chain Management approved a second amendment to extend the contract through 03/31/2019 and increase the value by \$45,000.00.

NEW PROPOSAL JUSTIFICATION:

This contract provides services consisting of maintaining the CARES call center crisis and non-crises lines a requirement under the MCCN contract agreement. This request will make the contract coterminous with the Illinois Department of Healthcare and Family Services (HFS) contract. The call center staff provides immediate support to members in crisis by assessing and determining the appropriate level of care needed. This contract is sole source due to a State contract mandated to utilize this vendor.

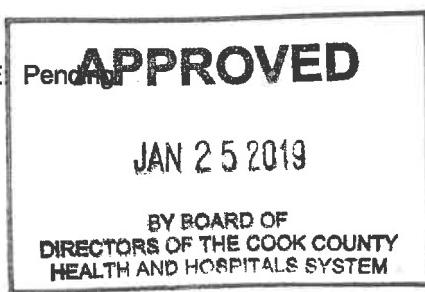
TERMS OF REQUEST:

This is a request to amend, extend and increase contract number H16-25-0031 in an amount not to exceed \$500,000.00, for a twenty-four (24) month period from 04/01/2019 thru 12/31/2021.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE

CCHHS Deputy CEO: Douglas L. Elwell
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: John Jay Shannon
John Jay Shannon, M.D., Chief Executive Officer



Request #
9

- Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
- John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Thomas Patrianakos, D.O., Chairman, Department of Ophthalmology		EXECUTIVE SPONSOR: Claudia M. Fegan, M.D. Chief Medical Officer
DATE: 01/08/2019	PRODUCT / SERVICE: Product – Ophthalmology Disposable Supplies	
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Bausch + Lomb, Irvine CA	
ACCOUNT: 530785	FISCAL IMPACT NOT TO EXCEED: \$1,246,425.00	GRANT FUNDED / RENEWAL AMOUNT: N/A
CONTRACT PERIOD: 01/01/2019 thru 12/31/2021	CONTRACT NUMBER: H19-25-002	
X	COMPETITIVE SELECTION METHODOLOGY: RFP (3)	
	NON-COMPETITIVE SELECTION METHODOLOGY:	

PRIOR CONTRACT HISTORY:

Contract number H15-25-075 was approved by the Cook County Health (CCH) Board of Directors in 06/26/2015 in the amount of \$1,440,000.00 for a thirty-six (36) month period from 07/01/2015 through 06/30/2018.

NEW PROPOSAL JUSTIFICATION:

The RFP process was used to identify the best solutions for disposables purchase for the Ophthalmology department at various facilities. The contract provides CCH with cataract and vitrectomy surgery supplies and will also provide equipment and disposables. This contract has two (2) renewal options for twenty-four months increments.

TERMS OF REQUEST:

This is a request to execute contract number H19-25-002 in an amount not to exceed \$1,246,425.00, as needed, for a period of thirty-six (36) months from 01/01/2019 through 12/31/2021.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: Douglas L. Elwell
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

APPROVED

JAN 25 2019

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

CCHHS CEO: *J. Jay Shannon*
John Jay Shannon, M.D., Chief Executive Officer

CCHHS CEO: John Jay Shannon, M.D., Chief Executive Officer

Request #

- Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
 - John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Andrea Gibson, Director of Project Management and Operational Excellence		EXECUTIVE SPONSOR: Samuel L. Williams, Executive Director, Facilities
DATE: 01/02/2019	PRODUCT / SERVICE: Service - Supplemental Construction Services at Blue Island Regional Health Center	
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: 12757 S. Western Ave., LLC, Blue Island, IL	
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 560079 \$979,608.00	GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: 01/17/2019 thru 07/16/2019	CONTRACT NUMBER: H19-76-005	
COMPETITIVE SELECTION METHODOLOGY:		
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source		

PRIOR CONTRACT HISTORY:

No prior contract history.

NEW PROPOSAL JUSTIFICATION:

Vendor will perform supplementary construction work for the new Blue Island Regional Health Center site. This includes construction of a loading ramp, adding more bathrooms, replacement of old elevator, and installation of bariatric doors throughout the health center. This request is sole source because the vendor is the site's owner and landlord.

TERMS OF REQUEST:

This is a request to execute contract number H19-76-005 in an amount not to exceed \$979,608.00, as needed, for a six (6) month period from 01/17/2019 through 07/16/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: Douglas L. Elwell
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: John Jay Shannon
John Jay Shannon, M.D., Chief Executive Officer

Request #
11

- Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
- John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

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Cook County Health
AS AMENDED
BOARD APPROVAL REQUEST

SPONSOR: Andrea Gibson, Director of Project Management and Operational Excellence		EXECUTIVE SPONSOR: Samuel L. Williams, Executive Director, Facilities
DATE: 01/08/2019	PRODUCT / SERVICE: Product - Furniture for Matteson Project	
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: <u>Henricksen & Company</u> <u>Henrickson & Company, Inc.</u> , Itasca, IL	
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 550079 \$886,740.37		GRANT FUNDED / RENEWAL AMOUNT: N/A
CONTRACT PERIOD: 02/01/2019 thru 07/31/2019		CONTRACT NUMBER: H19-76-007
<input checked="" type="checkbox"/> COMPETITIVE SELECTION METHODOLOGY: GPO-3		
<input type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY:		

PRIOR CONTRACT HISTORY:

No prior contract history for this location.

NEW PROPOSAL JUSTIFICATION:

Vendor will provide furniture, fixtures, and equipment (FF&E) for the new Cook County Health facility at 600 Holiday Plaza in Matteson, IL.

TERMS OF REQUEST:

This is a request to execute contract number H19-76-007 in an amount not to exceed \$886,740.37, as needed, for a nine (9) month period from 02/01/2019 thru 10/31/2019.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: Douglas L. Elwell
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: John Jay Shannon
John Jay Shannon, M.D., Chief Executive Officer

Request #
12

- Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
- John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A	EXECUTIVE SPONSOR: Ekerete E. Akpan, Chief Financial Officer
DATE: 01/08/2018	PRODUCT / SERVICE: Service - Provide a Web-based System to Determine Eligibility for Benefit Program
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Experian Health, Franklin, TN
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 520825 \$268,140.00	GRANT FUNDED / RENEWAL AMOUNT: N/A
CONTRACT PERIOD: 02/01/2019 thru 01/31/2022	CONTRACT NUMBER: H19-25-010
<input checked="" type="checkbox"/> COMPETITIVE SELECTION METHODOLOGY RFP (2)	
<input type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY:	

PRIOR CONTRACT HISTORY:

No prior history for this service.

NEW PROPOSAL JUSTIFICATION:

This request will provide a web-based software application that gathers and stores all applicant information and accurately determines the coverage category for which applicant is most likely to be eligible, including the health system's financial assistance programs, Medicaid and Affordable Care Act marketplace plans.

TERMS OF REQUEST:

This is a request to execute contract number H19-25-010 in an amount not to exceed \$268,140.00, as needed, for a thirty-six (36) month period from 02/01/2019 thru 01/31/2022.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: Douglas L. Elwell
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: John Jay Shannon
John Jay Shannon, M.D., Chief Executive Officer

Request #
13

- Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
- John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Richard Keen, M.D. Chairman Department of Surgery	EXECUTIVE SPONSOR: Claudia M. Fegan, M.D. Chief Medical Officer
DATE: 12/11/2018	PRODUCT / SERVICE: Product – Ophthalmology Surgical Supplies
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Katena Products, Inc., Denville, NJ
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 530785 \$257,117.14	GRANT FUNDED / RENEWAL AMOUNT: N/A
CONTRACT PERIOD: 01/01/2019 thru 12/31/2021	CONTRACT NUMBER: H18-25-106
COMPETITIVE SELECTION METHODOLOGY:	
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source	

PRIOR CONTRACT HISTORY:

Contract number H13-25-0115 was executed by the Office of Supply Chain Management in the amount of \$95,000.00 for a twenty-four (24) month period from 12/01/2013 through 11/30/2015. On 12/01/2015 the Office of Supply Chain Management extended the contract until 12/31/2016 and increased by \$54,965.00. On 02/24/2017 the CCH Board of Directors approved a request to extend through 12/31/2018 and to increase by \$200,000.00.

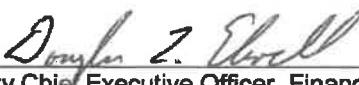
NEW PROPOSAL JUSTIFICATION:

Vendor will provide ophthalmologic surgical instrumentation and disposables. Katena is the exclusive distributor of the specialized ophthalmology instruments and donor cornea punches.

TERMS OF REQUEST:

This is a request to execute contract number H18-25-106 in an amount not to exceed \$257,117.14, as needed, for a period of thirty-six (36) months from 01/01/2019 thru 12/31/2021.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: 
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: 
John Jay Shannon, M.D., Chief Executive Officer

APPROVED

JAN 25 2019

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #
14

- Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
- John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Tanya Seaton, Chief Operating Officer, Provident Hospital
DATE: 01/02/2019	PRODUCT / SERVICE: Product & Service – Software, Rental of Equipment and Maintenance for Pyxis Medstation Medication Dispensing Systems	
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Carefusion Solutions, LLC, San Diego, CA	
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 560079 \$223,200.00	GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: 02/01/2019 thru 01/31/2024	CONTRACT NUMBER: H19-25-004	
<input checked="" type="checkbox"/> COMPETITIVE SELECTION METHODOLOGY: GPO (3)		
NON-COMPETITIVE SELECTION METHODOLOGY:		

PRIOR CONTRACT HISTORY:

No prior contract history for this product at this location.

NEW PROPOSAL JUSTIFICATION:

The vendor will provide three (3) Pyxis Medstation tower setups for upcoming Provident Hospital project. Contract will cover the rental of equipment, software and the preventive maintenance

TERMS OF REQUEST:

This is a request to execute contract number H19-25-004 in an amount not to exceed \$223,200.00, as needed, for a sixty (60) month period from 02/01/2019 through 01/31/2024.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE - Pending

APPROVED

JAN 25 2019

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

CCHHS Deputy CEO: Douglas L. Elwell
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: John Jay Shannon
John Jay Shannon, M.D., Chief Executive Officer

Request #
15

- Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Ilana Mora, Chief Operating Officer, Ambulatory Services
DATE: 01/08/2019	PRODUCT / SERVICE: Product - Topcon Retinal Camera	
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Lombart, Norfolk, Virginia	
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 550079 \$197,680.00	GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: One-time Capital Purchase	CONTRACT NUMBER: H19-76-009	
COMPETITIVE SELECTION METHODOLOGY:		
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source		

PRIOR CONTRACT HISTORY:

No prior contract history for this product.

NEW PROPOSAL JUSTIFICATION:

This request for Capital equipment will provide fourteen (14) Topcon Cameras for the Ambulatory and Community Health Network clinics. This contract is sole source because this equipment is the only product compatible with Cerner for electronic medical records.

TERMS OF REQUEST:

This is a request to execute contract number H19-76-009 in an amount not to exceed \$197,680.00, as needed, for a one-time Capital purchase.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS Deputy CEO: Douglas L. Elwell
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

CCHHS CEO: John Jay Shannon
John Jay Shannon, M.D., Chief Executive Officer

APPROVED

JAN 25 2019

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

Request #
16

- Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
- John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

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Cook County Health

BOARD APPROVAL REQUEST

SPONSOR: Rami Doukky, M.D., System Chair, Division of Cardiology		EXECUTIVE SPONSOR: Claudia M. Fegan, M.D., Chief Medical Officer
DATE: 01/04/2019	PRODUCT / SERVICE: Product - Cardiac Cryoablation System	
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Medtronic USA, Inc., Mounds View, MN	
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 530785 \$159,215.00	GRANT FUNDED /RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: One-time Capital Purchase	CONTRACT NUMBER: H19-76-008	
COMPETITIVE SELECTION METHODOLOGY:		
<input checked="" type="checkbox"/> NON-COMPETITIVE SELECTION METHODOLOGY: Sole Source		

PRIOR CONTRACT HISTORY:

No prior contract history for this product.

NEW PROPOSAL JUSTIFICATION:

This system is required for the new EP lab. The cryoablation system is used for patients with cardiac atrial fibrillation that cannot be controlled with medication. We currently refer patients outside the system for EP studies. Contract is sole source because Medtronic has the only system that is specifically design for ablation of atrial fibrillation, which is the most common cardiac arrhythmias.

TERMS OF REQUEST:

This is a request to execute contract number in an amount not to exceed \$159,215.00, as needed, for a one-time capital purchase.

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

APPROVED

CCHHS Deputy CEO: Douglas L. Elwell
Douglas L. Elwell, Deputy Chief Executive Officer, Finance & Strategy

JAN 25 2019

BY BOARD OF
DIRECTORS OF THE COOK COUNTY
HEALTH AND HOSPITALS SYSTEM

CCHHS CEO: John Jay Shannon
John Jay Shannon, M.D., Chief Executive Officer

Request #
17

- Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
- John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

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COOK COUNTY HEALTH

Toni Preckwinkle
President, Cook County Board of Commissioners
John Jay Shannon, MD
Chief Executive Officer, Cook County Health

Date: January 10, 2019

To: M. Hill Hammock
Chair, Board of Directors

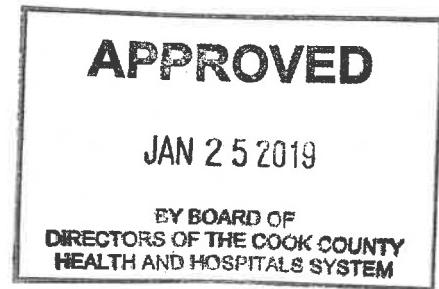
Director Robert G. Reiter, Jr.
Chair, Finance Committee

From: Douglas L. Elwell *DLE*
Deputy Chief Executive Officer, Finance & Strategy

Re: American College of Surgeons Hospital Participation Agreement

Respectfully requesting authority to execute a hospital participation agreement with the American College of Surgeons ("ACS") for trauma data sharing and ACS benchmarking services.

This contract with ACS is necessary in order for the John H. Stroger Jr. Hospital of Cook County to remain a verified Level 1 Trauma Center. Although the annual fee for this contract is \$12,000.00, this contract is being presented for your consideration due to ACS' requirement of an indemnification clause in the accompanying business associate and data sharing agreement that would make each party responsible for the impact of its own data breach.



Request #
18

Cook County Health and Hospitals System
Finance Committee Meeting
Friday, January 18, 2019

ATTACHMENT #2



CCH Finance Committee Meeting January 2019

Ekerete Akpan
CFO



Agenda

1. Systemwide Observations and Revenue Cycle metrics
2. CCH Provider of Care Operational Stats
3. CountyCare Health Plan Observations and Operational Stats
4. Correctional Health Services Observations and Operational Stats
5. Cook County Dept of Public Health Observations and Operational Stats
6. Systemwide Volumes and Operational Stats



Systemwide Observations and Revenue Cycle Metrics



Observations

Operating Margin challenging to FY2018 targets but drivers to watch vs. same time FY17 include:

- Primary Care visits are flat while Specialty Care visits are up 8%
- Surgical Cases up 4% and slightly below FY2018 Target
- Inpatient Discharges down 12% and LOS 7% higher
- Emergency Department visits are flat
- Deliveries down 16%
- System-wide uninsured numbers, captured by visit held 42% (Provident 34%, ACHN 42%, Stroger 44%)
- System wide Revenue Cycle ratios challenging in Dec-2018 (note this is FY-2019) and FY2018 progress will be sustained

Revenue Cycle Metrics

Metric	Average FYTD 2017	Average FYTD 2018	Average FYTD 2019	Dec-18	Benchmark /Target
Average Days in Accounts Receivable <i>(lower is better)</i>	110	106	99	99	45.85 – 54.9*
Discharged Not Finally Billed Days <i>(lower is better)</i>	11.6	7.9	9.9	9.9	7.0
Claims Initial Denials Percentage <i>(lower is better)</i>	N/A	27%	22%	22%	20%

Definitions:

Average Days in Accounts Receivable Total accounts receivable over average daily revenue

Discharged Not Finally Billed Days Total charges of discharge not finally billed over average daily revenue

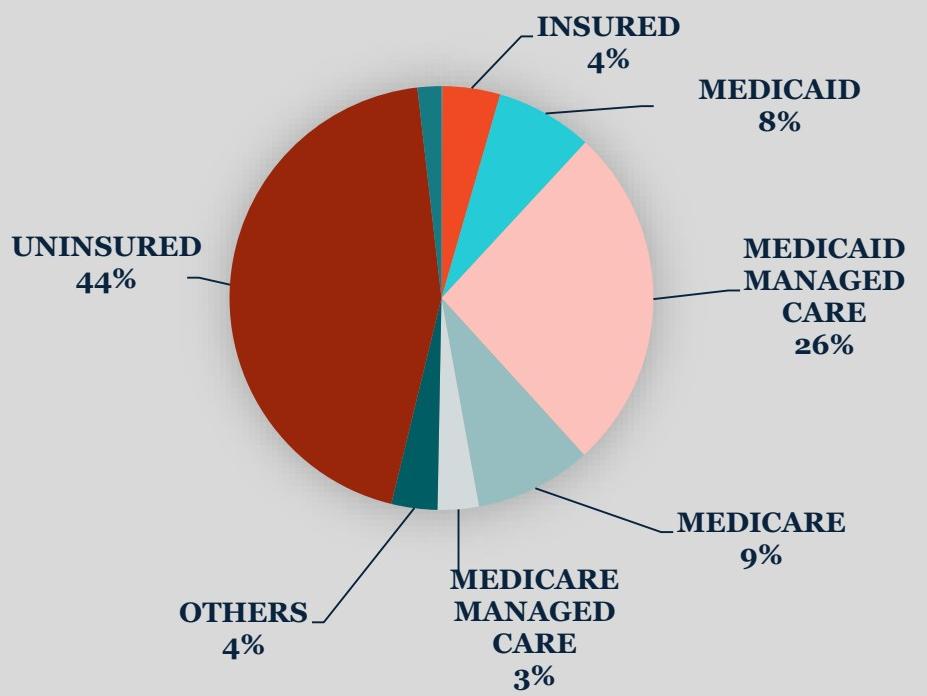
Claims Initial Denials Percentage Percentage of claims denied initially compared to total claims submitted.

* Source HFMA Key Hospital Statistics and Ratio Margin Post 2014

Provider of Care Services Operational Statistics



Stroger Operations Overview for the Twelve Months ending November 2018



Comments:

- Sustained surgical cases growth
- Leadership continues to work on Observations and discharges via UM committee
- Trauma cases impacts some scheduled visits/procedures

Inpatient/Observation-FYTD

Measure	FY2018	FYTD Target	FY2017
Inpatient Discharges	17,588	20,256	19,985
- Long Stay Admissions	3,564	3,780	3,774
- One Day Admissions	992	1,224	1,210
Inpatient Days	86,348	95,652	95,580
Observation Discharges	10,285	8,628	8,650
Observation Days (Observation Discharge)	18,787	8,628	18,577
Avg LOS (Inpatient Discharge)	5.6	5.4	5.2
Surgical Cases	12,234	13,164	12,057
Radiology Tests	82,420	---	87,106
Deliveries	987	1,200	1,219

Emergency- FYTD

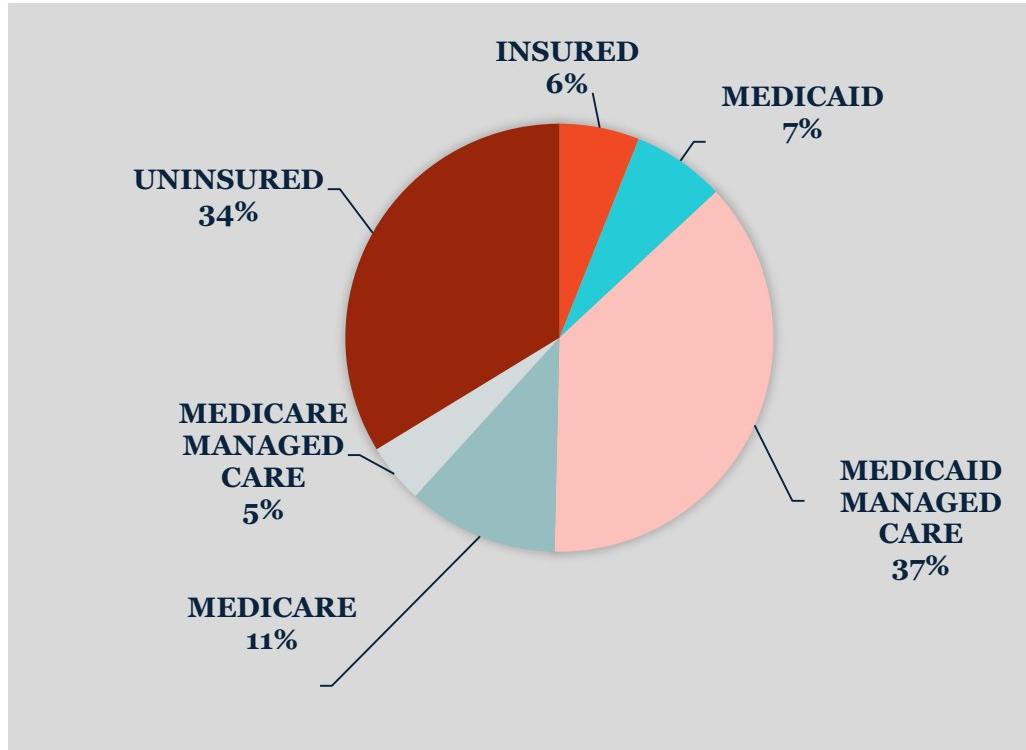
Measure	FY2018	FYTD Target	FY2017
Emergency Visits	107,748	107,472	107,470
Adult Emergency Visits	100,819	100,596	100,593
Peds Emergency Visits	6,929	6,876	6,877
Trauma Visits	7,858	7,956	7,959
LWBS	6,134	6,372	6,376
Radiology Tests	60,594	---	64,156

Outpatient Clinic- FYTD

Measure	FY2018	FYTD Target	FY2017
Total Registrations*	534,353	---	570,245
Total Provider Visits*	326,720	323,424	324,987
Specialty/Diagnostic/Procedure Provider Visits			
- Hospital-Based	12,013	11,544	10,550
- Specialty Care/Fantus	206,419	179,205	199,189
- CORE	8,808	8,616	7,907
- Behavioral Health/Psych**	18,752	20,328	18,475
Primary Care Provider Visits			
- GMC	43,849	51,600	46,908
- Peds Primary	4,150	4,848	4,410
- CORE Primary	18,858	21,300	19,367



Provident Operations Overview for the Twelve Months ending November 2018



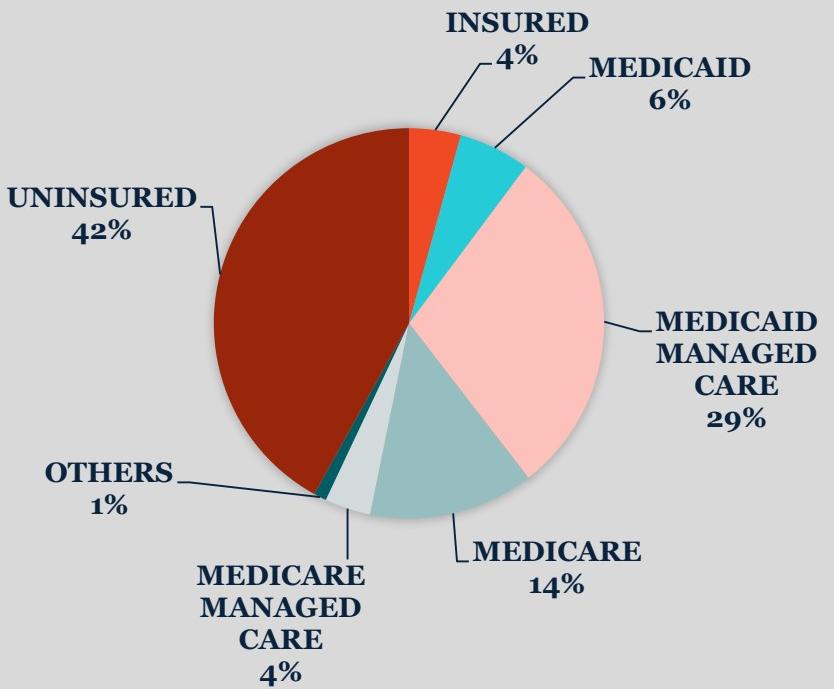
Comments:

- Leadership reviewing Observation days & discharges, L... without being seen
- Sustained growth in surgical cases and specialty services

Inpatient/Observation-FYTD			
Measure	FY2018	Monthly Target	FY2017
Inpatient Discharges	586	600	603
- Long Stay Admissions	123	120	118
- One Day Admissions	38	48	40
Inpatient Days	3,005	2,880	2,899
Observation Discharges	628	564	566
Observation Days (Observation Discharge)	1,231	1,188	1,332
Avg LOS (Inpatient Discharge)	5.9	5.2	5.1
Surgical Cases	2,797	2,280	2,265
Procedures (CPTs)	---	---	---
Radiology Tests	1,889	---	1,949
Emergency- FYTD			
Measure	FY2018	Monthly Target	FY2017
Emergency Visits	28,908	28,524	28,520
Adult Emergency Visits	27,241	26,712	26,712
Peds Emergency Visits	1,667	1,812	1,808
LWBS	2,066	1,236	1,233
Radiology Tests	14,822	---	14,525
Outpatient Clinic- FYTD			
Measure	FY2018	Monthly Target	FY2017
Total Registrations	23,529	22,392	20,350
Specialty/Diagnostic/Procedure Provider Visits	408	372	363
Radiology Tests	8,838	---	7,873
Sengstacke	16,660	18,300	16,659
Sengstacke (excludes psych)	20,420	16,656	16,041
Ambulatory of Provident	236	---	266



ACHN Operations Overview for the Twelve Months ending November 2018



Comments :

- Vista, Logan Square and Oak Forest exceeded FY2018 care visit targets, while Cottage Grove and Near South exceeded FY2017 actuals.
- Provider vacancies , especially in smaller clinics could be a factor

*excludes Roseland, Fantus, Stroger Specialty Care, CORE,-Stroger Based Clinics, Sengstacke GMC & Psych, Austin Behavioral Health, add Oral Health assuming all registrations are provider visits

ACHN Primary- FYTD			
Measure	FY2018	FYTD Target	FY2017
Austin	12,634	14,269	12,951
Children's Advocacy	436	594	541
Cicero	10,872	12,481	11,354
Cottage Grove	9,647	10,616	9,625
Englewood	11,657	13,212	12,003
Logan Square	13,691	13,428	12,269
Morton East	919	1,071	974
Near South	13,689	15,126	13,682
Oak Forest	14,748	14,636	13,500
Prieto	16,271	21,320	19,399
Robbins	9,926	11,011	10,005
Vista	11,190	9,831	8,927
Woodlawn	8,885	10,104	9,185
Total Primary Care Provider Visits	134,565	147,698	134,415

ACHN Specialty- FYTD			
Measure	FY2018	FYTD Target	FY2017
Austin (OBGYN)	552	552	507
Cicero (OBGYN & Fam Plan)	1,448	1,596	1,453
Logan Square (OBGYN)	1,111	1,164	1,061
Oak Forest	27,698	25,764	26,151
Oral Health (reg count only)	5,059	4,224	4,726
Total Specialty Care Provider Visits	35,868	33,300	33,898

ACHN Total- FYTD			
Measure	FY2018	FYTD Target	FY2017
Total Registrations*	301,733	---	308,239
Total Provider Visits*	204,493	228,828	204,184

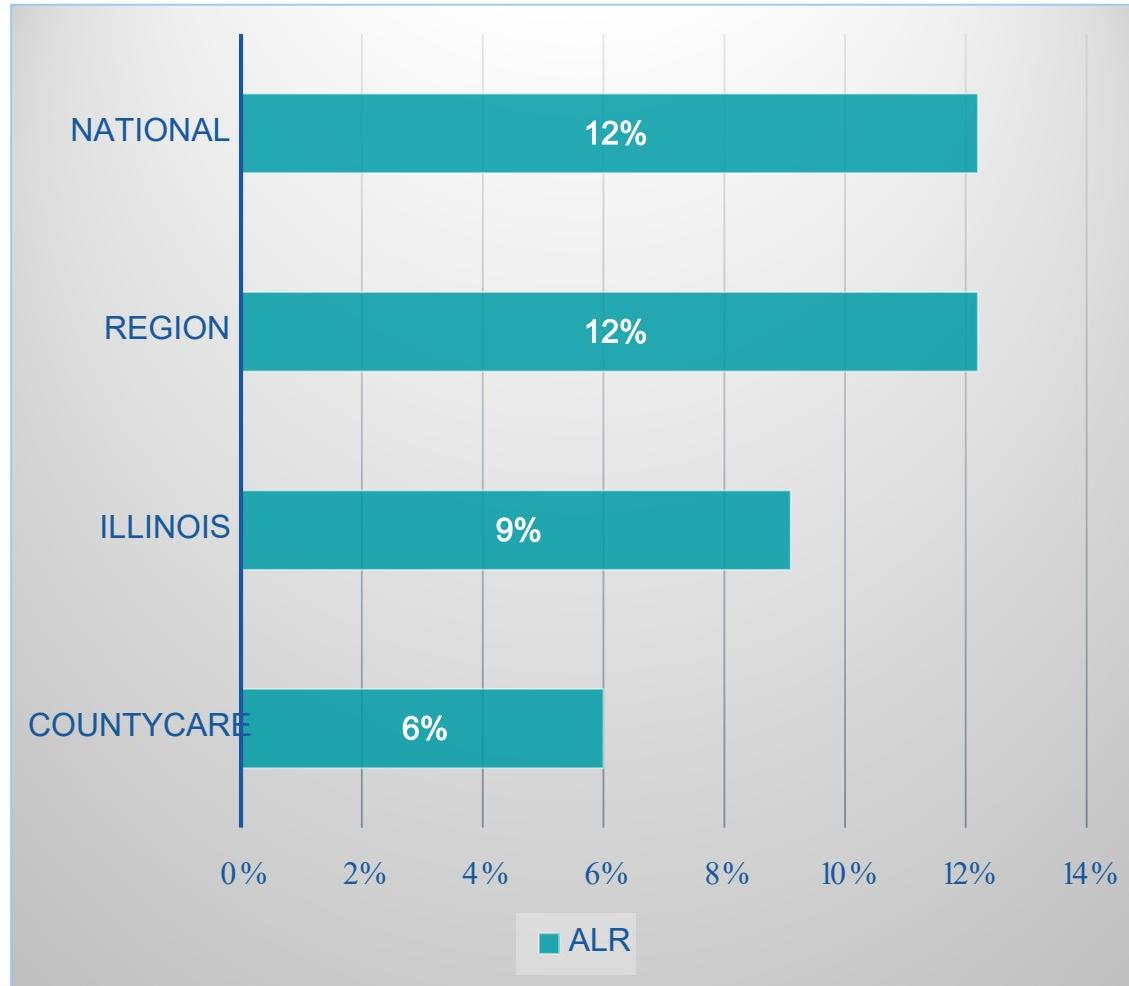




CountyCare Health Plan Observations and Operational Statistics



CountyCare Operations Stats for the Twelve Months ending November 2018



Comments

- CountyCare Medical Loss Ratio is better than National and Regional, sustained 9.4% YTD
- With 333,704 members in November 2018 , CountyCare is the ~~still~~ largest Medicaid Managed Care plan in Cook County.

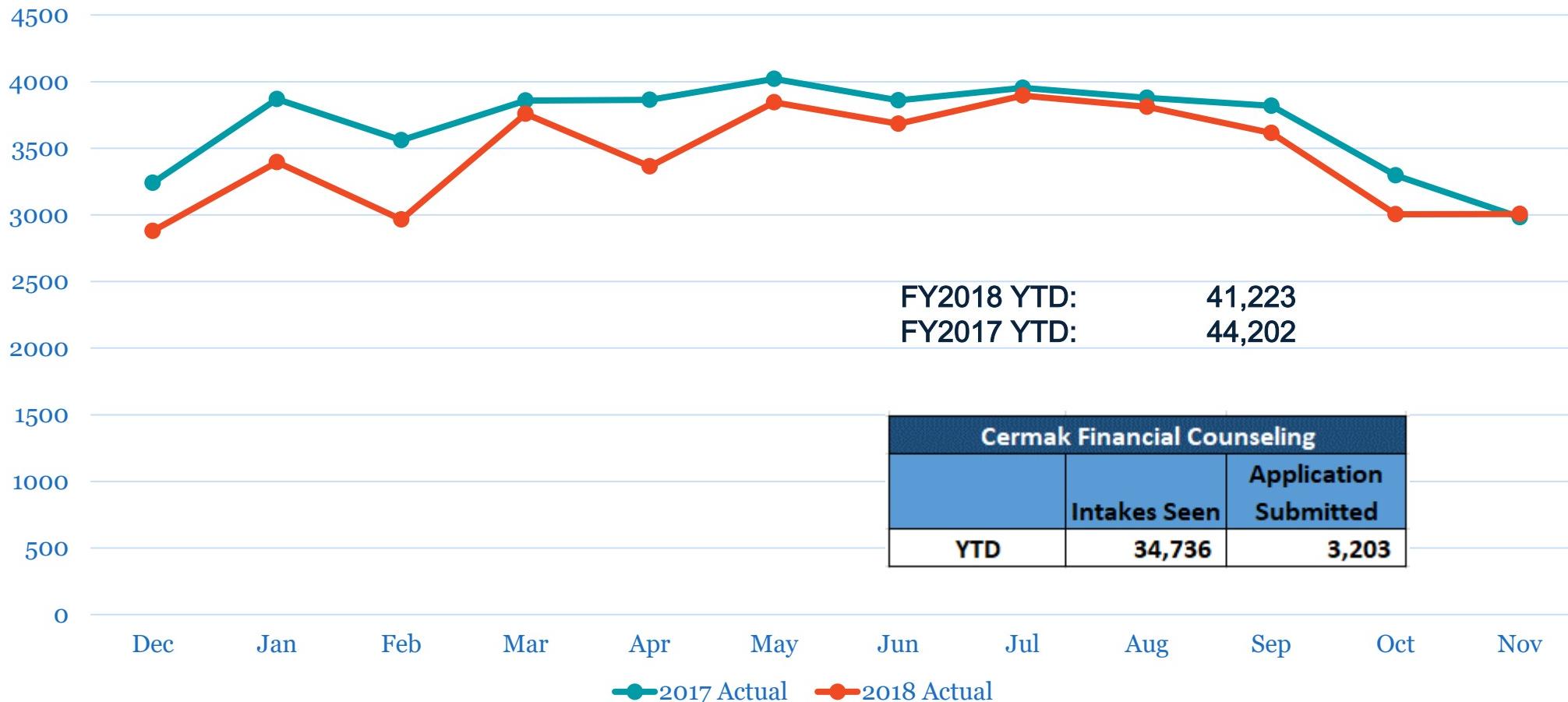
Milliman Research Report-Medicaid Risk-Based Managed Care: Analysis of Financial results for 2016 . Region consists of Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin
MLR – Medical Loss Ratio , %age of premium spent on health care quality . ALR Administrative loss Ratio - %age spent on overhead expenses, such as marketing, profits, salaries, administrative costs etc.

Correctional Health Services Observations and Operational Statistics



Correctional Health Operation Overview for the Twelve Months ending November 2018

Total Intakes



Comments:

- Fewer but more resource intense detainees, increases experience in Request Form patient with top 3 referrals in Oral Surgery, Ear Nose & Throat as well as Hand Clinic
- 84% of intakes are screened Financial Counselling to ensure continuity of coverage



Cook County Dept. of Public Health Operational Statistics



CCDPH Operation Overview for the Twelve Months ending November 2018

	Program Title	Metric	YTD Thru Oct 18	FY18 Target
Public Health	Administration	Percent of high-risk infant APORS (Adverse Pregnancy Outcome Reporting System) referrals received that are contacted for follow up by the Public Health Nurse within 14 calendar days of referral	93%	85%
		Cost per county residents served	\$5.35	\$5.37
	Environmental Health	Cost per Inspection Efficiency	\$209.00	\$209
		Time from receipt of Chlamydia or gonorrhea report to field (days)	5	14
Communicable Diseases	Communicable Diseases	Percent of food establishments with isolated illness complaints within a contracted community or unincorporated Suburban Cook County that are inspected within 2 business days of receipt of complaint	96%	100%
Lead Poisoning Prevention	Lead Poisoning Prevention	Program Title	YTD Thru Oct 18	
		Percentage of cases with elevated blood levels visited within the timeline provided in protocols	68%	90%
		Percentage of cases with elevated blood lead levels who receive just a nursing visit and environmental risk assessment visit	58%	95%
TB Program	TB Program	Program Title	YTD Thru Oct 18	
		Number of completed Direct Observation Treatments (DOT)	91%	90%



Appendix

Systemwide Volumes / Stats



System Payor Mix By Visit

All Medicare = 16%

2%

4%

12%

29%

Uninsured
42%

7%

4%

All Medicaid = 36%

■ Uninsured

■ Commercially
Insured

■ Medicaid

■ Medicaid Managed
Care

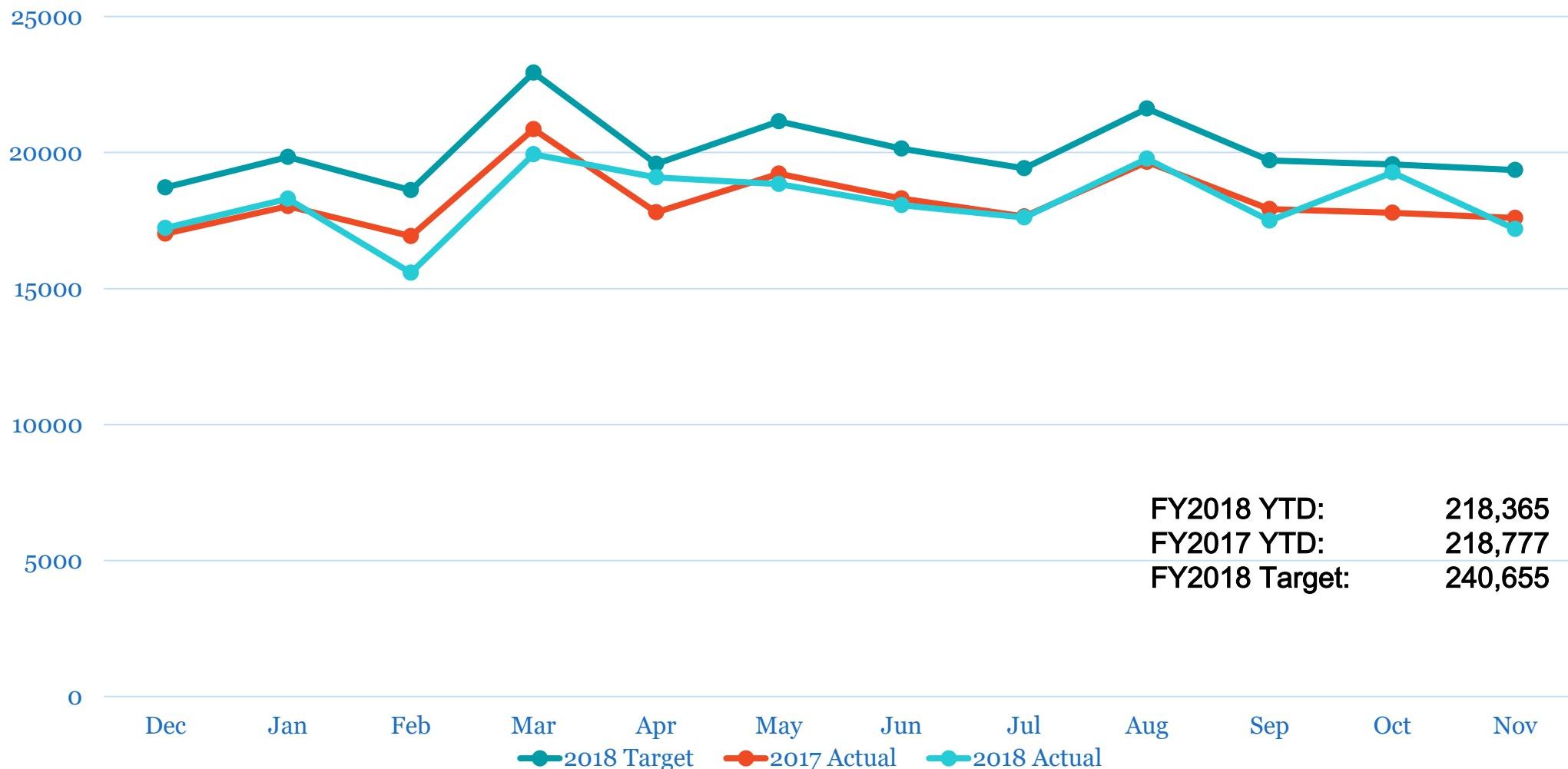
■ Medicare

■ Medicare Managed
Care

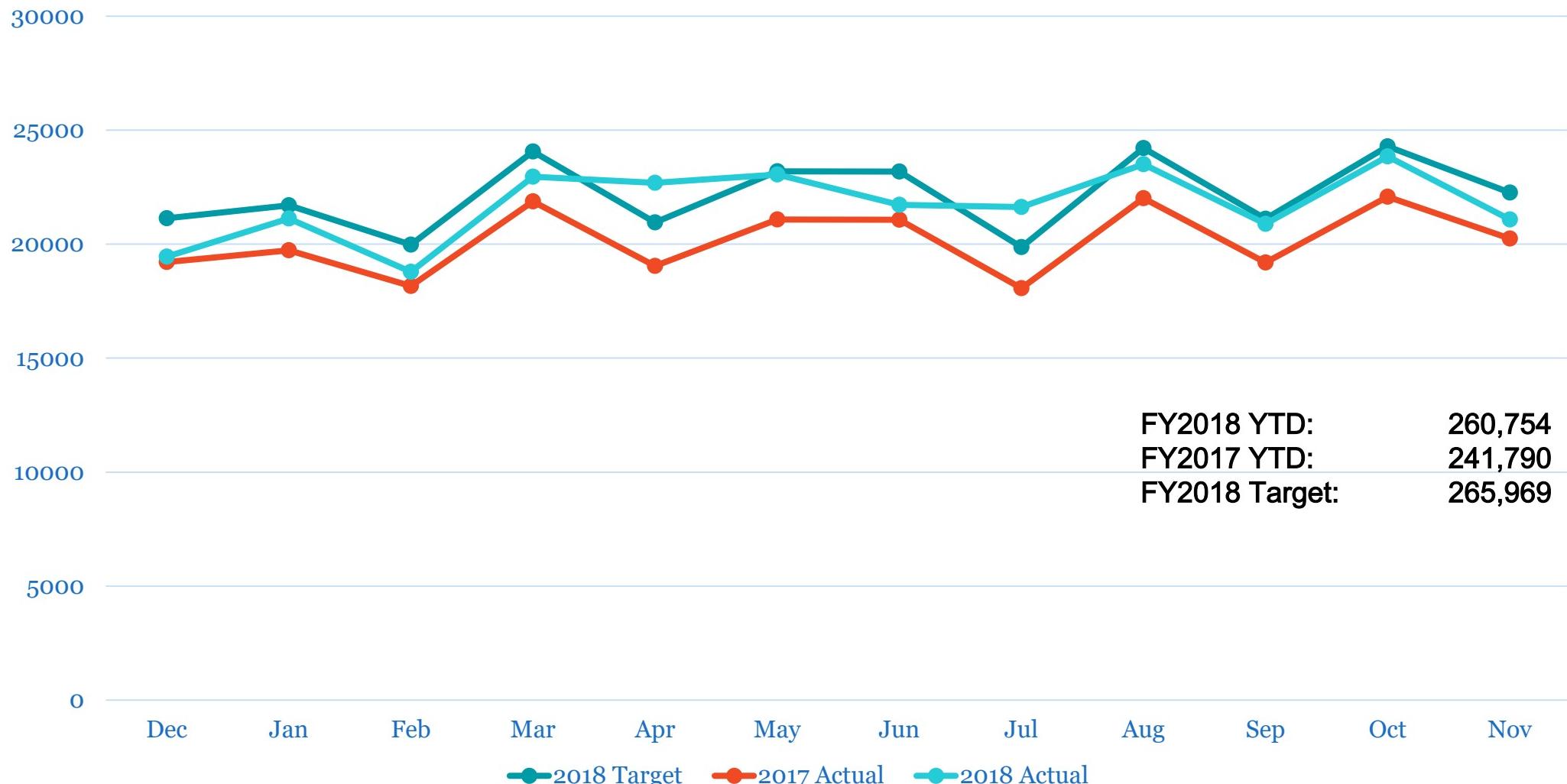
■ Other



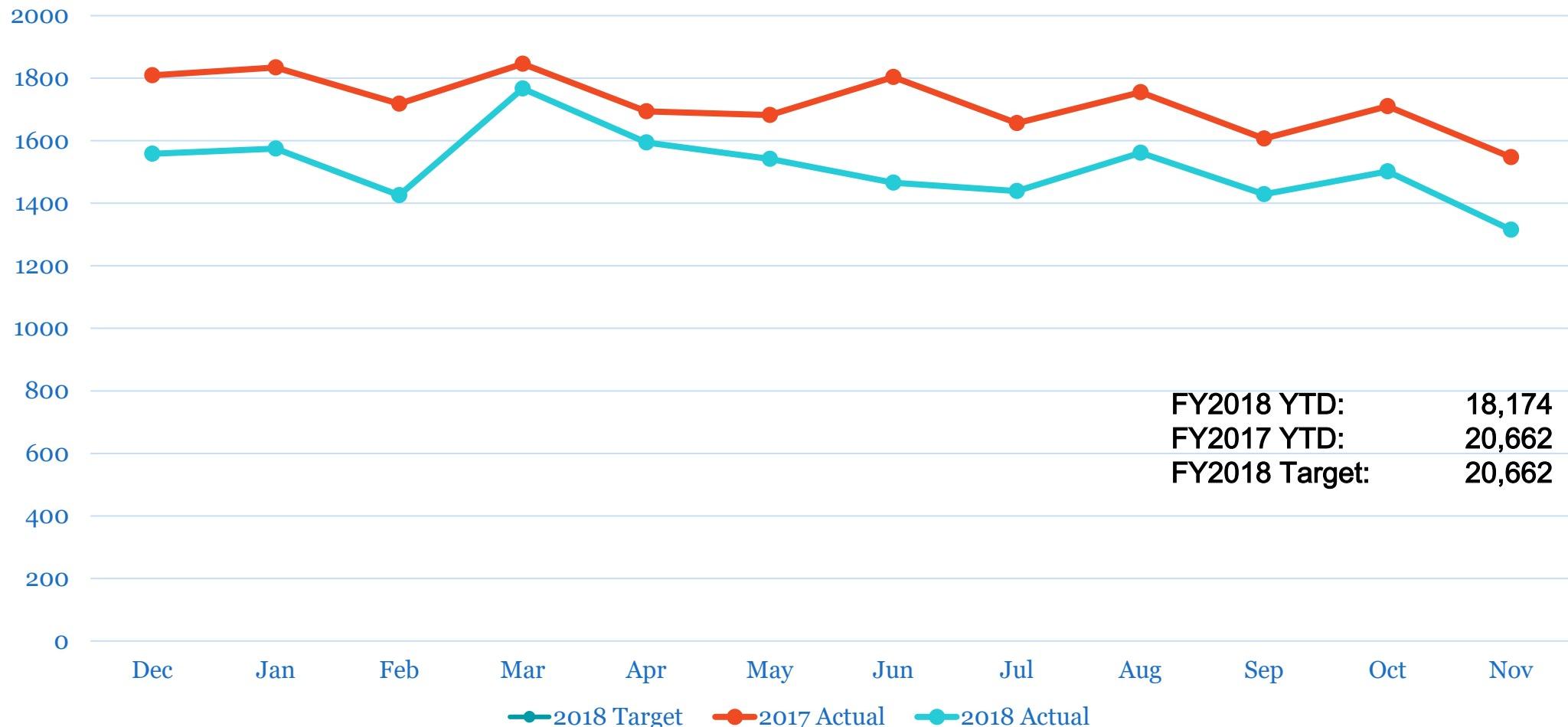
Primary Care Provider Visits



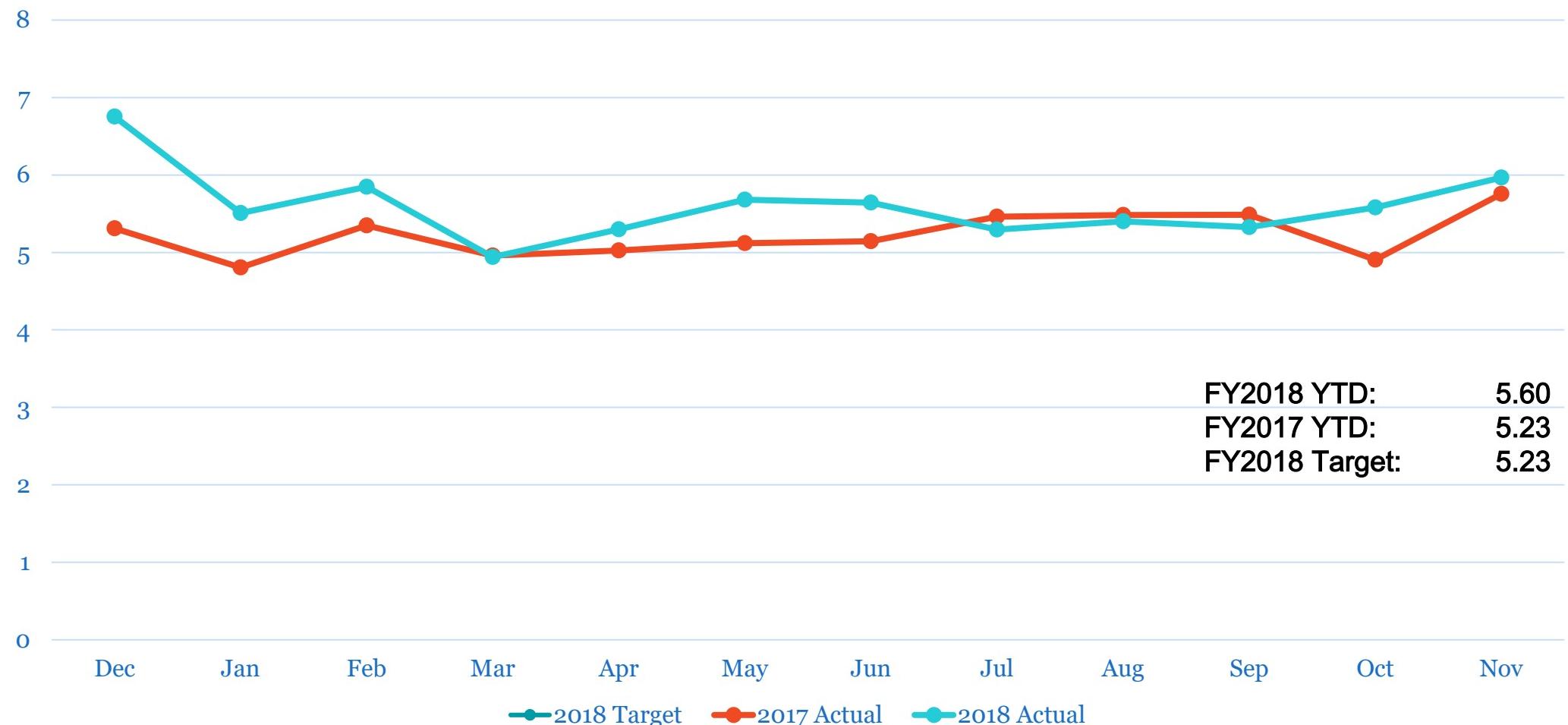
SpecialtyCare Provider Visits



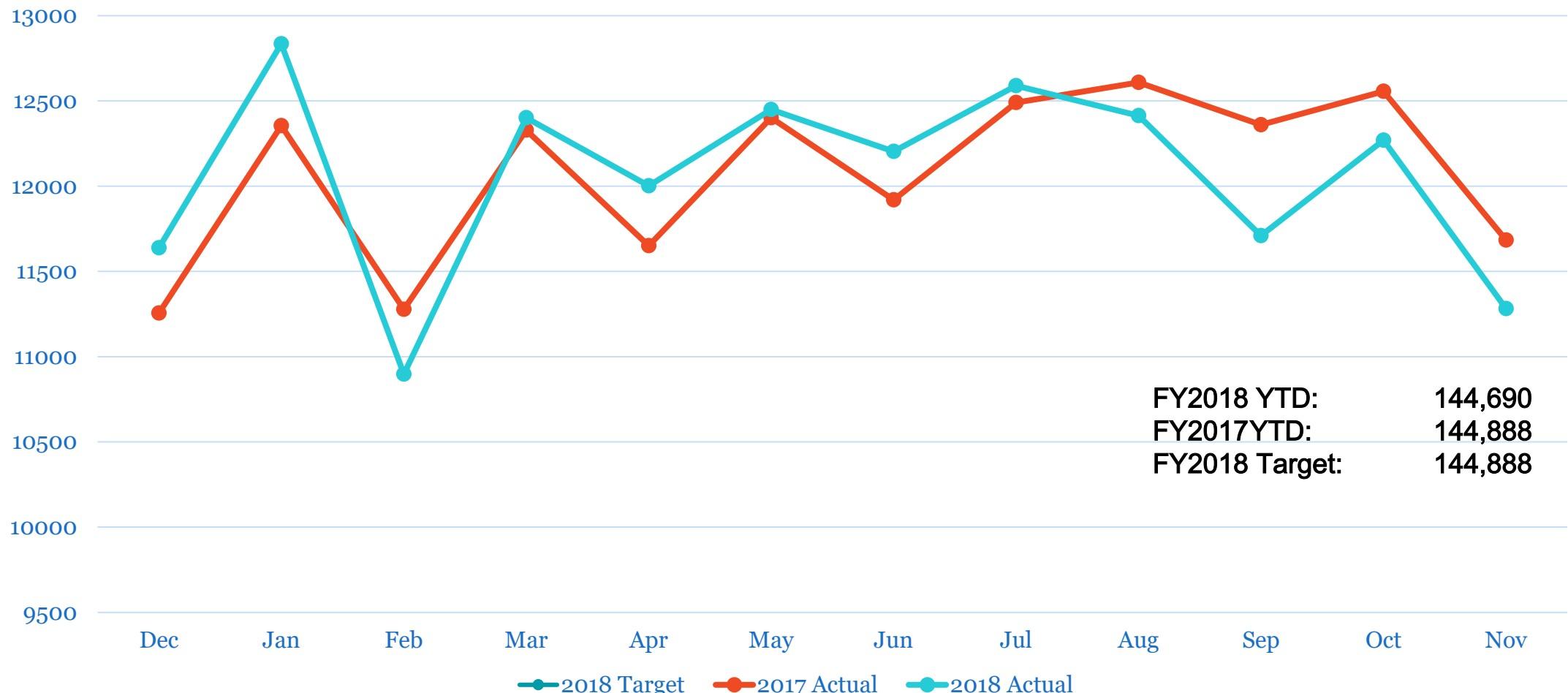
Total Inpatient Discharges



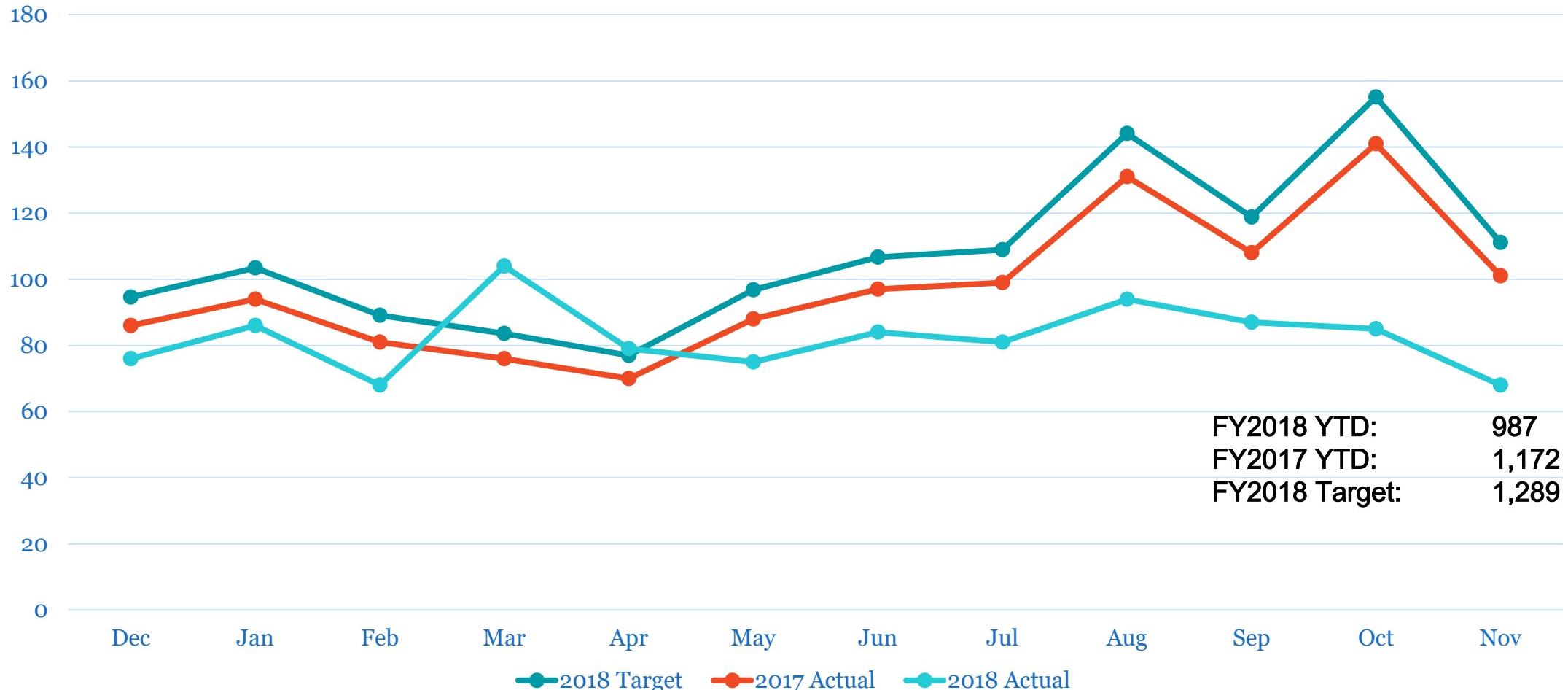
Average Length of Stay



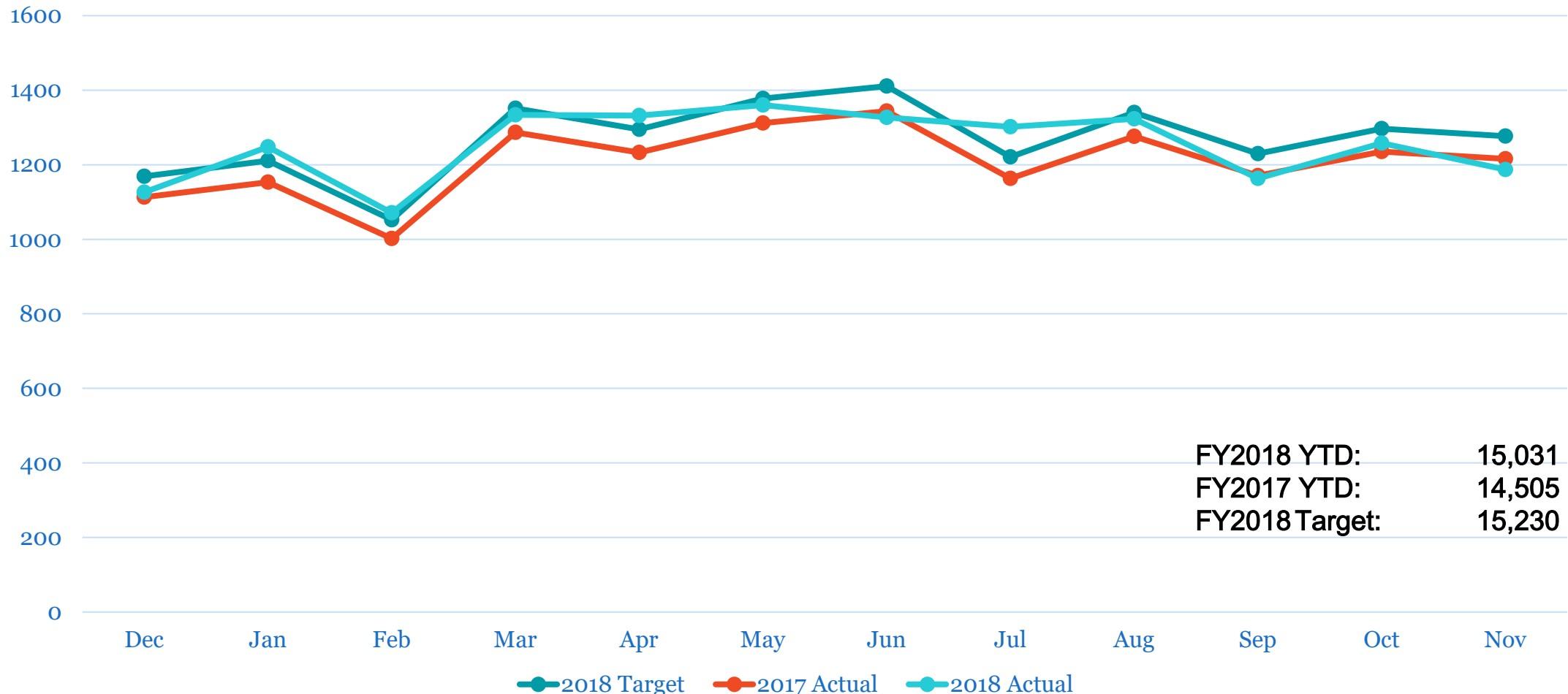
Total Emergency Room Visits



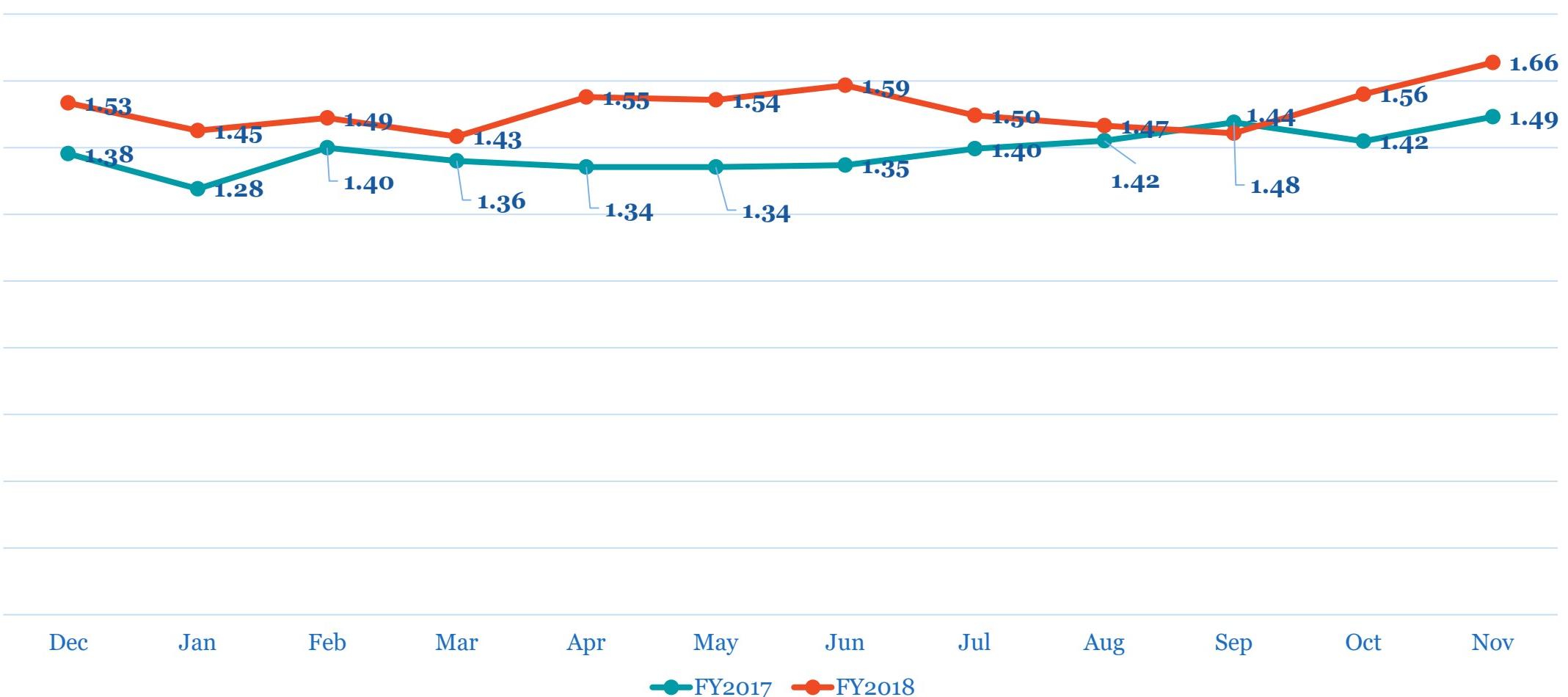
Total Deliveries



Total Surgical Cases



Case Mix Index



Questions?



Cook County Health and Hospitals System
Finance Committee Meeting
Friday, January 18, 2019

ATTACHMENT #3



Strategic Planning FY 2020-2022



Finance

January 18, 2019



Overview of Department

Finance Department



Overview of Department

Areas of Responsibility

Department Name	Budget	CCH FTE *
CFO Functions; <ul style="list-style-type: none">• Revenue Cycle• Health Information Management• Financial Reporting & Accounting• Budget & Financial Planning• Cost & Reimbursement• Support Office	\$66M	394

* Some finance staff report to COO's at Cermak & Provident, and excludes Call Center FTEs

Overview of Department

Areas of Responsibility

Department Name	Budget	FTE*	Contracts	FTE
Revenue Cycle Patient Access Admissions Patient Financial Services	\$16M	255	Ajilon - \$0.2M	21
Other than Personnel			Salud Revenue Partners \$6M nThrive \$3M Great Lakes Medicaid (GLM) \$1.7M Change Healthcare \$0.3M	

FTE count excludes 48 budgeted FTEs in Call Center

Overview of Department

Areas of Responsibility

Department Name	Budget	FTE	Contracts	FTE
Health Information Management Coding Systems Medical Records Mgt Quality/analysis	\$6M	71	Himagine - \$4M Maxim - \$22K FGCS - \$0.5M	48 3 5
Other Than People			Iodine - \$0.3M GRM - \$0.3M Perry Johnson - \$27K 3M Coding Software	



Overview of Department

Areas of Responsibility

Department Name	Budget	FTE	Contracts	C/FTE
Financial Accounting & Reporting Accounts Payable Payroll Other than people	\$6M	57	Ajilon \$0.3M System Innovators Div/N. Harris Computer/Inovah - \$7K Davis Banc Corp. - \$13K	11

Overview of Department

Areas of Responsibility

Department Name	CCH Budget	CCH FTE	Contracts Budgets/Spend	C/FTE
Budget & Financial Planning	\$0.5M	5		
Cost & Reimbursement	\$0.3M	3	Bradley CPA - \$70K	
CFO Office – Finance Division Support Other than people	\$0.4M	3	Keystone Advisors - \$100K Adv. Board/Mede-Analytics - \$0.5M	2

Impact 2020 Recap



Status and Results

- Deliver High Quality Care
- Grow to Serve and Compete
- Foster Fiscal Stewardship
- Invest in Resources
- Leverage Valuable Assets
- Impact Social Determinants
- Advocate for patients



Impact 2020

Progress & Updates

Focus Area	Name	Status
Deliver High Quality Care	With other leaders - Drive investment in state of the art equipment to improve safety & quality; standardize and improve registrations by implementing Central Registration; improving financial counselling and screening of detainees to ensure continuity of care .	60%
Foster Fiscal Stewardship	With other leaders - Improve revenue cycle – documentation, coding , billing and collections. Provide tools for providers to collaborate with Health Information Management (HIM) to achieve chart completion and coding queries to support timely billing Leverage technology initiatives such as Countywide Enterprise Resource Planning (ERP) implementation, Vizient data and Clairvia (nursing management) and other technology investments to improve performance	60%

Impact 2020

Progress & Updates

Focus Area	Name	Status
Invest in Resources	With CIO - Develop and complete capital equipment assessment and replacement plan.	60%
Leverage Valuables Assets	With CMO - develop specialty-specific Clinical, Administrative, Research and Teaching (CART) inventory. Distribute physician-specific dashboards to benchmark performance. Mature Relative Value Unit model at physician and department level. Case Mix Index, Utilization management	50%
Impact Social Determinants	With CQO - implement REAL training for front line registration staff and measure improvements	40%



FY2016 - 2018



Some Financial Context for the future

Environmental Scan of Market, Best Practices and Trends



Environmental Scan of Market, Best Practices, Trends

ACHE Survey – 10 most concerning issues for Hospital CEOs

“Hospital CEOs ranked financial challenges as the top concern their organization confronted in 2017 (**for the 15th consecutive year**), with governmental mandates and personnel shortages following close behind, according to the American College of Healthcare Executives' annual survey”

Here are the 5 most concerning issues hospital CEOs cited for 2017.

1. Financial challenges , 2. Governmental mandates, 3. Personnel shortages, 4. Patient safety and quality , 5. Patient satisfaction

CEOs also ranked specific concerns within the survey's top three issues. Here are the top three concerns within financial challenges;

1. Medicaid reimbursement – 71 percent
2. Increasing costs for staff, supplies, etc. – 64 percent
3. Reducing operating costs – 57 percent

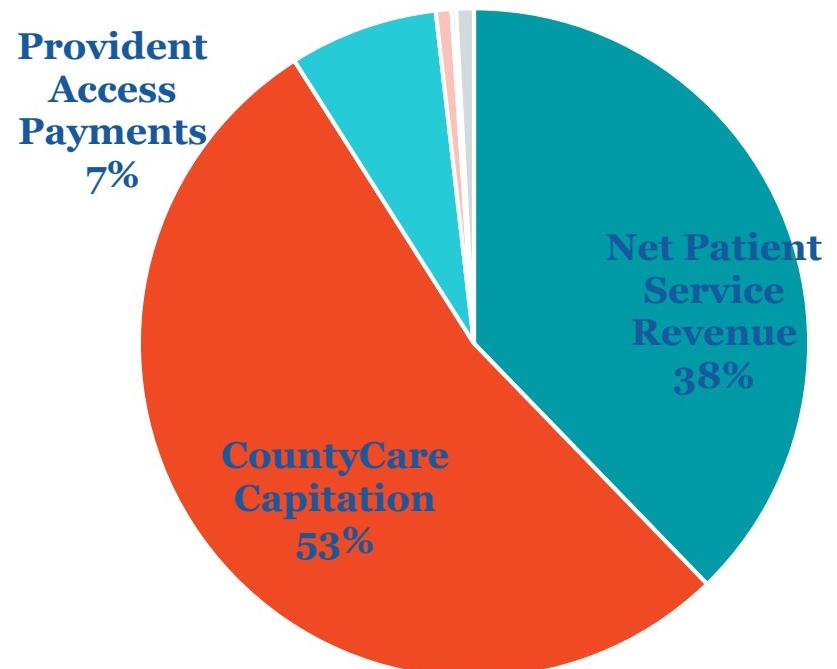


Key Revenue Considerations

All Operating Revenues (in Millions)

	2017	2016
Net Patient Service Revenue	593.24	531.19
CountyCare Capitation	836.54	924.83
Provident Access Payments	112.84	136.63
Grant Revenue	11.80	12.11
EHR Incentive	3.49	2.62
Other Revenue	13.42	7.39
Total Operating Revenues	1,571.33	1,614.76

CCH Operating Revenues FY 2017



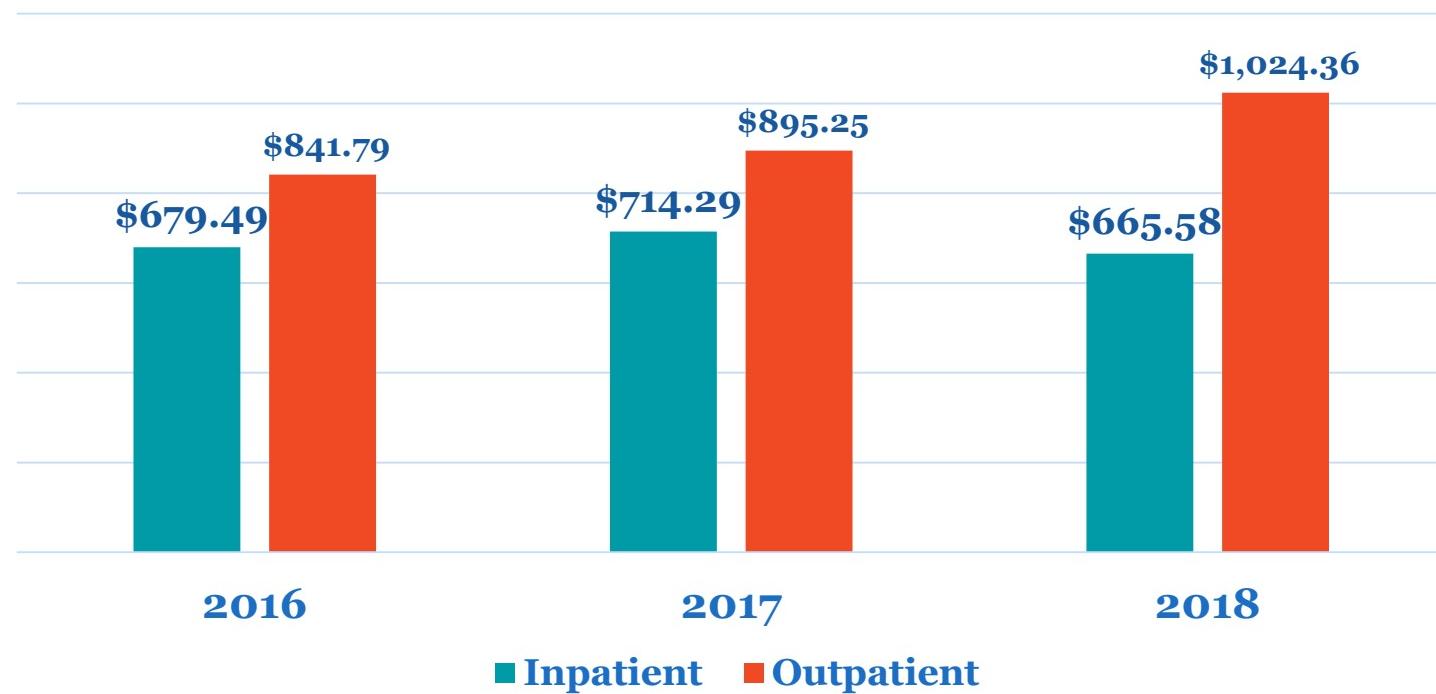
Key Revenue Considerations

Gross Patient Service Charges – All Payors (in Millions)

Payor Group	2016		2016 Total	2017		2017 Total	2018		2018 Total
	Inpatient	Outpatient		Inpatient	Outpatient		Inpatient	Outpatient	
MEDICAID/MCAID MGD CARE	\$282.46	\$210.91	\$493.36	\$311.41	\$213.79	\$525.19	\$260.05	\$206.30	\$466.35
CHARITY CARE	\$106.71	\$197.82	\$304.54	\$114.19	\$228.72	\$342.91	\$108.48	\$271.99	\$380.47
MEDICARE/MCARE MGD CARE	\$102.23	\$122.58	\$224.81	\$108.51	\$138.45	\$246.96	\$104.35	\$151.71	\$256.06
SELF PAY	\$66.81	\$134.04	\$200.85	\$65.01	\$139.26	\$204.27	\$66.62	\$177.10	\$243.73
COUNTYCARE	\$70.94	\$117.02	\$187.96	\$70.22	\$115.86	\$186.09	\$87.04	\$148.35	\$235.39
COMMERCIAL	\$38.54	\$36.05	\$74.59	\$37.16	\$36.89	\$74.05	\$34.83	\$48.27	\$83.10
W/OFF	\$11.80	\$20.61	\$32.41	\$7.76	\$19.91	\$27.67	\$3.82	\$18.52	\$22.34
INSTITUTIONAL	\$.00	\$2.76	\$2.77	\$.03	\$2.38	\$2.41	\$.39	\$2.11	\$2.50
Grand Total	\$679.49	\$841.79	\$1,521.28	\$714.29	\$895.25	\$1,609.55	\$665.58	\$1,024.36	\$1,689.94

Key Revenue Considerations

Gross Patient Service Charges – Inpatient vs Outpatient (in Millions)



Observations:

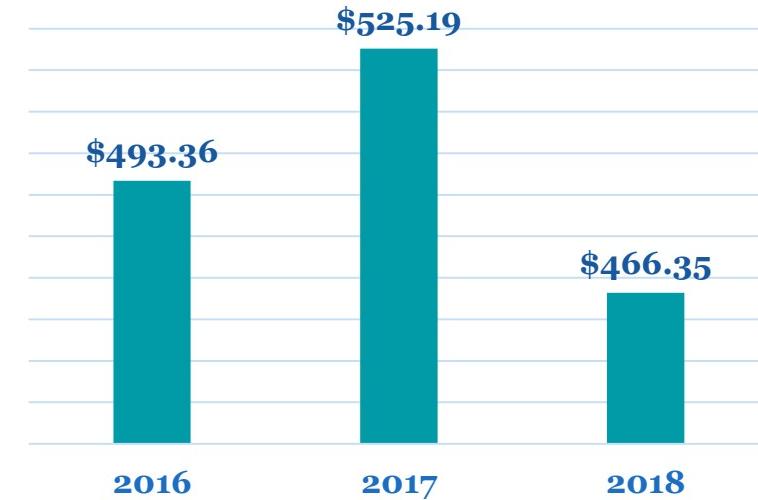
- Sustained shift in activity to outpatient care this is reflective of industry trends
- Sustained growth in charging, also reflective of increasing managed care business and professional fee charging, documentation, coding and billing

Key Revenue Trends / Analysis

Top Medicaid/Medicaid Managed Care Plans by Gross Charges (in Millions)

	2016	2017	2018
MEDICAID	\$ 237.90	\$ 218.83	\$ 208.23
ILLINICARE	\$ 44.60	\$ 57.89	\$ 53.66
MEDICAID BLUE CROSS COMM ICP	\$ 33.24	\$ 51.41	\$ 58.76
AETNA BETTER HEALTH	\$ 54.69	\$ 58.59	\$ 6.58
NEXT LEVEL HEALTH HMO	\$ 9.44	\$ 32.39	\$ 33.65
HARMONY HEALTHCARE	\$ 20.22	\$ 21.41	\$ 25.41
MERIDIAN HEALTHCARE	\$ 16.68	\$ 18.49	\$ 26.83
MOLINA HEALTHCARE OF ILLINOIS	\$ 17.92	\$ 20.71	\$ 19.21
FAMILY HEALTH NETWORK	\$ 19.41	\$ 21.52	\$ 0.91

MEDICAID/MCAID MGD CARE



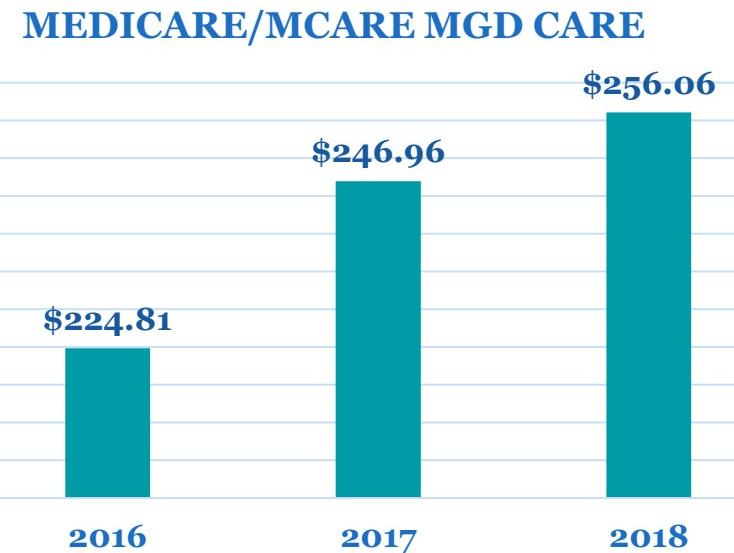
Observation:

- CCH continues to focus on increasing and attracting all insurance plans by focusing on quality and patient satisfaction

Key Revenue Trends / Analysis

Top Medicare/Medicare Managed Care Plans by Gross Charges (in Millions)

	2016	2017	2018
MEDICARE OUTPATIENT	\$101.49	\$107.18	\$115.84
MEDICARE INPATIENT	\$79.20	\$79.73	\$76.52
MEDICARE WELLCARE	\$7.68	\$12.10	\$13.03
MEDICARE AETNA BETTER HEALTH	\$7.19	\$12.08	\$12.19
MEDICARE HUMANA HEALTH	\$5.64	\$6.00	\$6.97
MEDICARE BLUE CROSS COMM ICP	\$1.91	\$4.03	\$4.66
MEDICARE MERIDIAN COMPLETE	\$2.11	\$3.65	\$4.01
INPT PART B ONLY	\$2.68	\$3.32	\$3.28
MEDICARE AETNA HMO	\$.38	\$1.50	\$3.19
MEDICARE UNITED HEALTHCARE	\$3.35	\$4.13	\$2.79



Observation:

- CCH continues to focus on increasing and attracting all insurance plans by focusing on quality and patient satisfaction

Key Revenue Trends / Analysis

Top Commercial Plans by Gross Charges (in Millions)

	<u>2016</u>	<u>2017</u>	<u>2018</u>
BLUE CROSS	\$31.64	\$31.02	\$36.64
COMMERCIAL GENERIC	\$12.73	\$11.23	\$10.12
UNITED HEALTHCARE	\$7.72	\$7.44	\$6.84
BLUWCROSS HMO	\$7.10	\$5.48	\$6.43
CIGNA	\$5.15	\$5.23	\$5.10
AETNA	\$3.52	\$4.07	\$5.08
BLUE CROSS CHOICE	\$.77	\$2.72	\$4.72
BLUE CR COOK MED GRP		\$.00	\$3.28
WORKERS COMPENSATION	\$3.43	\$4.43	\$3.26
HUMANA HMO	\$1.71	\$1.81	\$1.02

Commercial Plans (in Millions)



Observation:

- CCH continues to focus on increasing and attracting all insurance plans by focusing on quality and patient satisfaction

Key Revenue Trends / Analysis

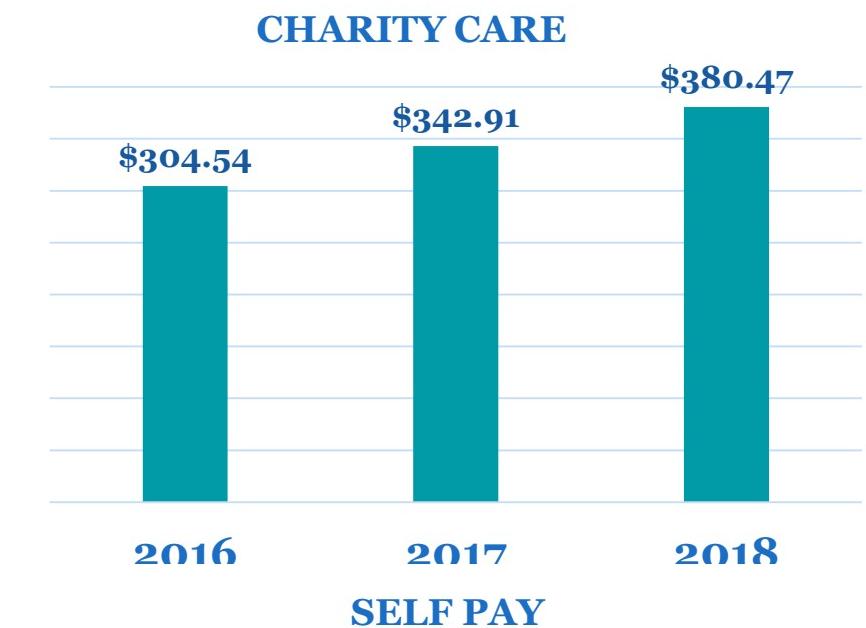
Charity Care/Self-Pay Gross Charge (in Millions)

	<u>2016</u>	<u>2017</u>	<u>2018</u>
CARELINK DIR ACCESS	\$104	\$54,126	\$226,989
FINANCIAL ASSIST 1	\$289,489	\$268,659	\$126,671
HUPDA 200% POVERTY	\$11,942	\$15,445	\$20,373
FINANCIAL ASSIST 2	\$2,322	\$3,361	\$4,513
FINANCIAL ASSIST 3	\$436	\$825	\$998
HUPDA 600% POVERTY	\$224	\$521	\$921
Grand Total	\$304,538	\$342,906	\$380,471

	<u>2016</u>	<u>2017</u>	<u>2018</u>
SELF PAY	\$200,845	\$204,266	\$243,725

Observations:

- CCH continues to fulfil its mission of care with increasingly challenging growth of uncompensated care



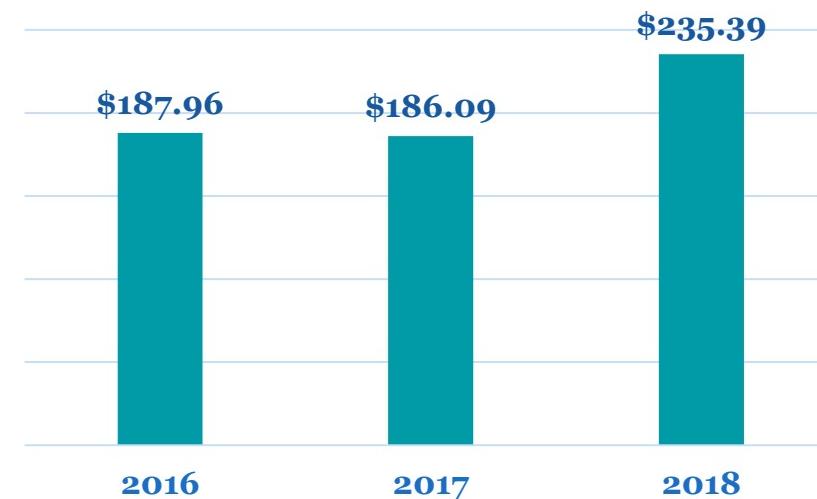
Key Revenue Trends / Analysis

Top 9 Clinical Services Provided to CountyCare

Members by Charges (in Millions)

	2016	2017	2018*
GEN MEDICINE	\$21.40	\$20.59	\$25.33
MEDICINE	\$16.03	\$16.95	\$20.14
EMERGENCY ADULT	\$14.18	\$12.46	\$19.24
AMBULATORY SURG	\$15.55	\$15.83	\$16.85
FAMILY PRACTICE	\$12.42	\$13.34	\$13.44
CHEMOTHERAPY	\$7.17	\$6.84	\$8.81
TRAUMA	\$5.21	\$6.12	\$8.29
PEDIATRICS	\$3.49	\$3.64	\$6.03
ORTHOPEDICS	\$3.37	\$4.00	\$5.46

COUNTYCARE – CCH Internal Capture



Observation:

- CCH continues to focus on increasing internal capture of CountyCare business

Key Revenue Trends / Analysis

CountyCare - FY2018 - Top 16 Hospitals by Paid Amount

Provider Name	Paid Amount	Unique Claimants
J H STROGER HOSP OF COOK CTY	\$ 81.04	57,753
UNIVERSITY OF ILLINOIS MEDICAL CENTER	\$ 67.48	31,584
RUSH UNIVERSITY MEDICAL CENTER	\$ 48.03	46,774
UNIVERSITY OF CHICAGO	\$ 32.30	19,661
MOUNT SINAI HOSPITAL	\$ 25.50	29,923
ANN AND ROBERT H LURIE CHILDRENS	\$ 19.89	15,302
NORTHWESTERN MEMORIAL HOSPITAL	\$ 17.58	14,851
PRESENCE SAINTS MARY AND ELIZABETH	\$ 16.91	13,959
COMER CHILDRENS HOSPITAL	\$ 15.36	10,066
MERCY HOSPITAL AND MEDICAL CENTER	\$ 14.09	19,481
HOLY CROSS HOSPITAL	\$ 11.49	10,385
ST ANTHONY HOSPITAL	\$ 11.12	16,965
SWEDISH COVENANT HOSPITAL	\$ 10.64	12,718
NORWEGIAN AMERICAN HOSPITAL	\$ 10.52	8,555
PROVIDENT HOSPITAL	\$ 9.06	8,217
ST BERNARD HOSPITAL	\$ 9.03	12,471

Observations:

- CountyCare is a critical factor in the Cook County Healthcare ecosystem
- CountyCare continues to contribute to CCH as a provider of care

Key Revenue Trends / Analysis

Other Payments - Disproportionate Share Hospitals (in Millions)

Description	2016	2017	2018*
Disproportionate Share Hospital	\$156.7M	\$156.9M	\$164.5

Observations

CCH Imperative to Sustain DSH Funding;

- Disproportionate share of low income patients with high level of uncompensated care
- Must not exceed hospitals “**allowable cost of service**”. Medicaid payments (IP/OP/DSH) must not exceed cost of providing care for Medicaid clients & Uninsured clients i.e. **Medicaid Shortfall** plus Cost of Uninsured
- CCH imperative to manage within Omnibus Budget Reconciliation Act OBRA 1993 hospital-specific limits with increasingly detailed claims level audits

* FY2018 values are unaudited and preliminary

Key Revenue Trends / Analysis

Other Payments - Benefits Improvement and Protection Act (BIPA) (in Millions)

Description	2016	2017	2018*
Benefits Improvement and Protection Act	\$137.9	\$140M	\$136M

Observations

Medicare, Medicaid, and SCHIP Benefits Improvement and Protection Act of 2000

Starting in 2002, the act allowed additional payments to public hospitals that

- were in operation on October 1, 2000, and not receiving DSH payments on that date
- have a low-income utilization rate of 65 percent or higher,
- Payments are not subject to annual state DSH allotments

Key Revenue Trends / Analysis

Other Payments - Provident Access Payments (in Millions)

Description	2016	2017	2018*
Access Payments	\$76.4	\$91.4	\$111.4

Observations

- Payments by Medicaid managed care plans to ensure access to healthcare services at Provident hospital

* FY2018 values are unaudited and preliminary

Key Expense Considerations

Salaries & Benefits Costs (in Millions)

Description	2017	2016
Salaries and Wages	585.16	572.52
Employee Benefits	92.05	89.16
Pension Expenses	235.75	321.59
Total People Expenses	912.96	983.27

Observations:

- Targeted increase of FTE to meet increased regulatory & quality needs, operational improvements, service line growth etc.
- Impact of negotiated increases in salary & benefits will continue
- Hiring initiatives around hard to fill positions to reduce overtime , agency & registry as needed

Key Expense Considerations

Other Than Personnel (in Millions)

	2017	2016
Claims payments to Community providers	680.19	718.03
Supplies	138.59	129.14
Purch. Svc, Rental Others	242.43	182.05
Insurance	34.29	28.26
Depreciation	25.43	27.09
Utilities	13.69	13.36
Services from County Offices	29.92	31.27
Total Other than Personnel	1,164.55	1,129.18

Observations:

- Medical supplies
CPI/inflation, implants,
Building & Rental expenses
- Cost of necessary revenue cycle initiatives necessary
- Cost of necessary equipment purchases via lease financing growth
- Necessary support expenses through consulting and other type services

Thank you.

